

FALL 2025

THE ROSE REVIEW

The newsletter of the Rose Institute of State and Local Government at Claremont McKenna College



Standing from left: Vivienne Arndt '28, Toby Forster '29, Sid Goldfader-Dufty PZ'28, Adeline McKenzie '29, Sarah Chavez '29, Shayan Abbasi '29
Seated: Milly Bertsch '28, Shivum Kalyanam '29, Kaylin Nydam '29, Rosemary McManus HM'28 | (Photo credit: Chad McElroy '26)

New Hires 2025

DIRECTOR'S REPORT

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

The Rose Institute continues to plan for its future. Over the summer, we completed our External Review, and we will soon turn to developing a Strategic Plan.

The External Review Committee, consisting of **Christian Grose** (USC), **Mark Baldassare** (PPIC), and **Jennifer Walsh** (Hawaii Pacific), reported that the Rose Institute is meeting or exceeding expectations in all areas of their evaluation, including commitment to the Institute's mission, faculty engagement, student engagement, internal assessment, resource management, and Board engagement.

Among other commendations, the Committee noted:

- "Rose students receive superb training in research and professional skills.... The high-quality training in data science, econometrics, software, and polling is unusual at CMC and at undergraduate learning at any institution, and the quality of students produced at Rose is incredible relative to undergraduates at peer liberal arts institutions and research institutions."
- The faculty and student commitment to high quality work has "enhanced the reputation of the Rose among influential local, state, and national policymakers."
- "The Board of Governors has stayed true to its mission to remain nonpartisan, helping to ensure that the administrative leadership, faculty, and students can pursue high-quality research projects without concern about navigating partisan divisiveness and political discord."
- "The depth of alumni love and devotion from the 'Rosies' was apparent in ways not typical of many less mature policy and research institutes."

The Committee concluded:

- "[T]hey are punching above their weight."

(continued on next page)

What's Inside

- 2 Director's Report
- 2 Interview with Prof. Rose
- 3 Student Managers' Report
- 4 Project Updates
- 6 New Hires
- 8 SCCUR: Conference for Undergraduate Research
- 8 Rose Alumni: Where Are They Now?
- 9 Study Abroad Reflections
- 10 In Memoriam: Bob Howard '55
- 12 Summer of 2025 Reflections
- 14 Alumni Spotlight: Leslie Del Guercio '82
- 15 BOG Spotlight: Henry Olsen, III '83
- 16 Go-Kart Racing at K1 Speed



ROSE INSTITUTE
OF STATE AND LOCAL GOVERNMENT
CLAREMONT MCKENNA COLLEGE

(continued from page 1)

I was pleased to see these positive assessments by external reviewers. At the same time, we entered the review process with the desire to improve as an organization. The External Review Committee has helped us do so by providing thoughtful, detailed, and constructive recommendations. Most importantly, the Committee urged us to increase our capacity to pursue our mission by 1) increasing the size of senior staff; 2) supplementing staff with outside professional support for project supervision and media outreach; 3) more effectively engaging our Board and affiliated faculty members; and 4) expanding our financial resources.

I am happy to report we've been able to address the Committee's top recommendation—namely, to expand our senior staff—by welcoming **Professor Shanna Rose** as Associate Director.

Professor Rose brings outstanding credentials to this position. She earned a B.A. with High Honors in Economics from Swarthmore College and an M.A. and Ph.D. in Political Economy from Harvard University, with fields of specialization in American politics and public finance. Before coming to CMC, she taught at the State University of New York at Stony Brook and New York University's Wagner School of Public Service.

She joined the Government Department at CMC as an associate professor in 2014 and was awarded tenure in 2016. She was named the director of CMC's Public Policy sequence in 2017 and became the founding director of the Public Policy major in 2019. In 2020, she was awarded the Alice Tweed Tuohy Professorship in Management and Government, and in 2021, she won CMC's Roy P. Crocker Award for Service.

Professor Rose is one of the nation's leading scholars of federalism and public policy. Her highly regarded publications include *Financing Medicaid: Federalism and the Growth of America's Health Care Safety Net* (University of Michigan Press, 2013); *Responsive States: Federalism and American Public Policy* (with Andrew Karch; Cambridge University Press, 2019); and *Raising the Floor: Federalism and the Politics of U.S. Minimum Wage Policy* (University of Chicago Press, forthcoming).

Her courses at CMC have included Introduction to American Politics, Empirical Methods, Public Policy Analysis, Policy Lab, and State and Local Politics and Policy. Many Rose Institute students have taken her courses and have given her teaching rave reviews.

For the past several years, Professor Rose has served as one of the Rose Institute's Faculty Advisors. She has assisted in our New Hire Training Program, hired Rose RAs to assist with her academic research, and attended many Rose Institute events.

In her new role as Associate Director, she is participating in senior staff meetings, supervising a number of Rose Institute research projects, and helping oversee our student training programs. We are redesigning the Rose Institute suite so Professor Rose can have an office on the Fourth Floor and be fully accessible to our students. We also hope to create a new conference space for student use.

I'm delighted Professor Rose has joined our staff, and I know she will greatly enhance our effectiveness as an organization. In the coming months, she will join the expanded senior staff in working with the Board of Governors to implement further recommendations from the External Review and develop our Strategic Plan.

Meanwhile, the Institute has continued to thrive this fall. We've organized a week-long Data Summit and ongoing training for our data team; helped educate the public about the Proposition 50 Special Election; produced a new edition of the Inland Empire Outlook; prepared presentations for a student research conference; launched a number of other promising research projects; continued to roll out our new website; promoted our work on social media; and mobilized alumni and friends to donate to the Rose Institute through CMC's 1946 Challenge—for the second year in a row receiving the greatest number of donations and total amount contributed of any CMC institute. Most importantly for the Institute's future, we have selected and onboarded an outstanding group of new hires who will be vital to our work in the coming years.

You can read more about those accomplishments in the pages that follow.



AN INTERVIEW WITH PROF. ROSE

- Aria Fafat '27



Tell us a little about yourself and your background!

I'm from Hawaii, got my PhD from the Harvard Kennedy School, taught at NYU, and then joined CMC about a decade ago. I direct the public policy major, and I teach courses like empirical methods and state and local politics. I live in Claremont with my husband, who works in fintech, and two kids ages 9 and 12.

What are your research interests?

My main research interests have always centered around the states. My early research focused on state budget policy, term limits, and that sort of thing. More recently, I have focused on health care and labor policies. I have written three books: one on Medicaid, one on minimum wage policy, and one on a bunch of policies (the ACA, No Child Left Behind, Superfund, etc.) which basically looked at how states respond to the creation of new federal programs that rely heavily on state cooperation.

What has your experience interacting with the Rosies been like during your time as a Fellow at the Rose?

I love Rosies! I truly feel they are among the very best students at CMC. It turns out they are also very fast drivers. They all lapped me at least once during our K1 Speed field trip. Although I am new to the role of Associate Director, I have been working with Rosies for many years. At least five Rosies (including Chad) made invaluable contributions to the research for my forthcoming minimum wage book, and several others have helped with various journal articles over the years. I have found them to be extremely smart, diligent, and fun to work with.

What are you most looking forward to as Associate Director of the Rose?

Supervising student projects. I have enjoyed working with Keith on his excellent election administration report, and next up I will be working with Anuj, Arushi, and Deborah on their projects related to health care and welfare policy.

STUDENT MANAGERS' REPORT

Following a competitive hiring process, we are excited to welcome 10 new research assistants to our community this semester. Our new hires truly excelled at every stage of the application process, and we are delighted to have them as part of the Rose family. Each and every one of them brings a unique perspective, valuable skillset, and a genuine curiosity for state and local governance to the fourth floor of Kravis. Right now, our new hires are receiving training from the best of CMC's Government and Economics faculty as they embark on their new hire research projects. We are very appreciative of all the Rose seniors who provided assistance in facilitating group interviews as part of the hiring process. We would also like to extend our immense gratitude to Aria Fafat '27, our New Hire Manager, who has worked hard to develop, organize, and implement our semester-long new hire training program, as well as to provide personalized feedback on all new hire projects. In addition to our new hires, we are also thrilled to welcome Professor Shanna Rose on board as our new Associate Director. Having both taken multiple courses with Professor Rose, we know her well and are certain she will make an excellent addition to our senior staff team.

We are also excited by all of the work that our returning students have done this semester. Our Data Team has been working hard to establish the Rose Data Hub, an institute-wide initiative to effectively aggregate past and present data projects using the ArcGIS Hub platform. The Data Team is also hosting a series of Esri workshops in collaboration with the Claremont Colleges Library to allow all of our Rose students to learn more about geographic information systems (GIS). Our *Inland Empire Outlook* authors wrote about California's Proposition 50, the closing of the Ivanpah Solar Power Facility, and school district bond ratings. The Rose continues to collaborate with The Olson Company and the City of Ontario, with teams of students investigating issues such as local housing infrastructure costs and the regional governance structure of the Ontario Municipal Utilities Company. Dhriti Jagadish '27 has also worked to complete a multi-year research project on the City of Vernon. Finally, our Social Media Team has also been working hard to update all of our media platforms and create sleek post templates to increase our public outreach.

In collaboration with our new Social and Cultural Events lead, Rhiannon Worline '28, we have also made a great effort to provide exciting social events for Rose students this semester. In early October, we celebrated our new hires with dinner at Union on Yale in the Claremont Village. Most recently, we arranged for an Institute-wide go-kart outing at K1 Speed in Ontario, attended by many of our fellow Rosies and all of our senior staff members.

In closing, we want to thank our new and returning Rose students for continuing to make our institute the supportive, close-knit community we value so highly. We're also deeply grateful to Professor Miller, Professor Rose, Mrs. Nadon, and Marionette Moore for their guidance and leadership. It has been a genuine privilege working alongside such a talented and dedicated group of students and staff, and we look forward to sharing another rewarding semester together.



Chad McElroy '26, Student Manager



Joan Hanson SC'26, Associate Student Manager



In the Rose Institute workroom after staff meeting | October 16, 2025 | Photo courtesy of Chad McElroy '26

PROJECT UPDATES

Data Hub

- Ryan Shakiba '26

The Data Hub has continued to be the principal project of the Rose Institute's Data Team. The Data Hub student team is comprised of Data Director Ryan Shakiba '26, Project Manager Maya Maranto HM'26, and research assistants Quinten Carney '26 and Kevin Bender '27, with support from Research Associate Abhi Nemani '10. One of the main ongoing components is the City Data Project. Using reliable and publicly available datasets, the City Data project aims to present comprehensive data on cities in the Los Angeles-Inland Empire area, ranging from demographic to economic to public safety metrics.

Presenting on the platform Esri, the Data Hub aims to present compelling and interactive data that the Rose Institute has collected in the past as well, during previous projects covering many subjects and regions. We are using the *2024 Kosmont-Rose Institute Cost of Doing Business Survey*, which measures business operating costs across California cities using multiple inputs (e.g., taxes, rents, and crime rates), to build the platform for the Data Hub

As the first comprehensive and reliably sourced public dataset of its type, the Data Hub aims to be a useful tool for local governments, researchers, private enterprises, and the public. The Data Hub is expanding rapidly as we add new project variables and publish legacy datasets to our Esri site.

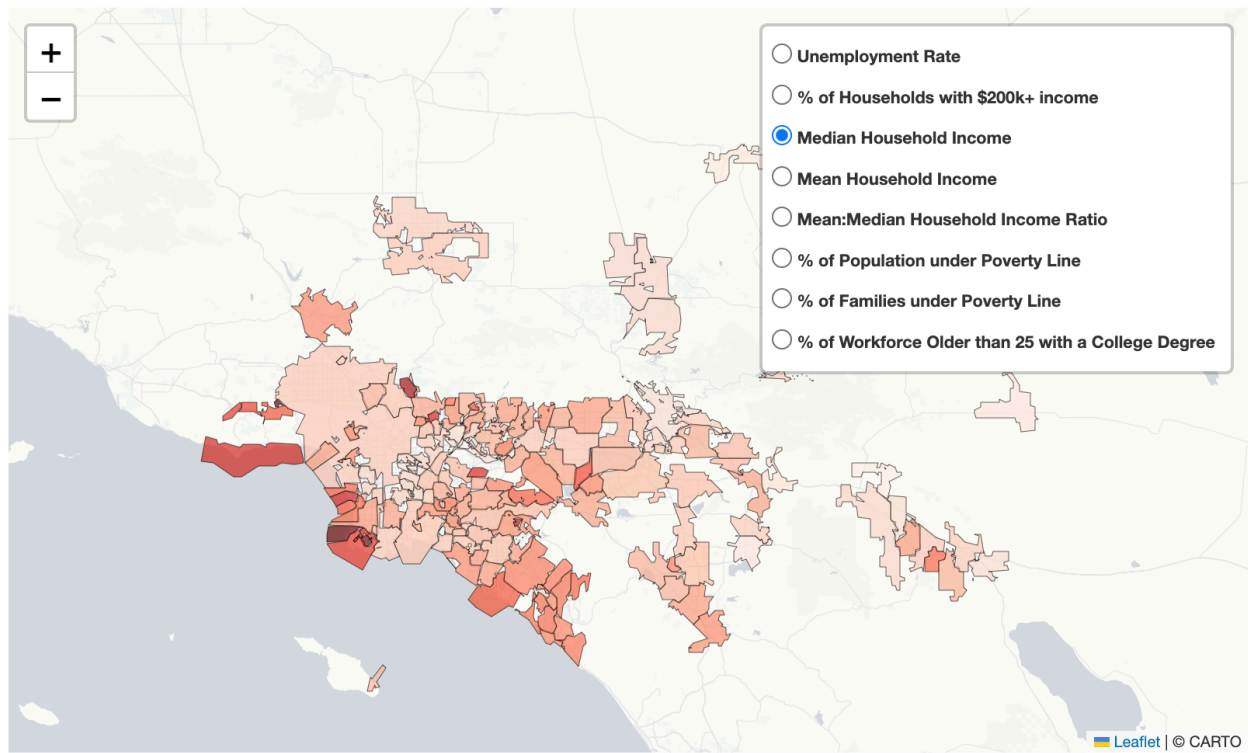
Distribution of Top 3 Industries by % of Workforce

Hover over each bar to see the industry.



Interactive Map of Cities

Use the map below to explore economic data by city. Select a variable and then hover over a city. The darker the shape, the higher the value.



PROJECT UPDATES

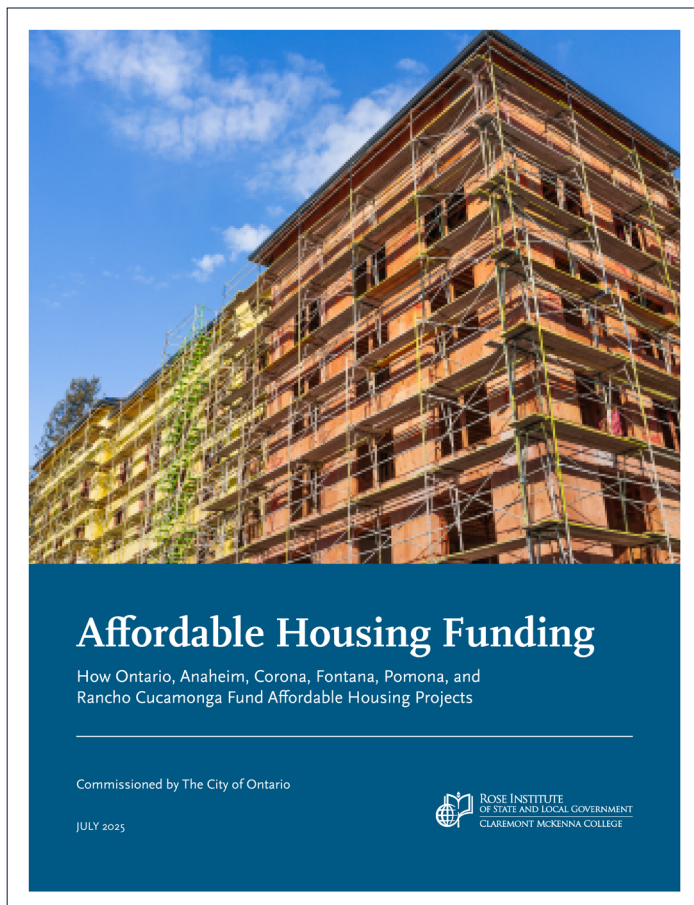
City of Ontario - Affordable Housing Funding

- Arushi Goyal '28

The Rose Institute recently completed "Affordable Housing Funding: How Ontario, Anaheim, Corona, Fontana, Pomona, and Rancho Cucamonga Fund Affordable Housing Projects." Commissioned by the City of Ontario, the report catalogs more than fifty projects completed or underway since 2012, when California eliminated redevelopment agencies. Local governments piece together federal, state, local, and private funding. Most projects rely on low-income housing tax credits, HUD block grants, and city-level financing.

Beyond project-level detail, the report examined the broader funding challenges shaping local housing policy. Federal programs such as CDBG, HOME, and ESG are critical lifelines, with Anaheim and Pomona as leading recipients. In-lieu fees are now also an essential tool to replace former redevelopment revenues. The report concludes that while cities are working creatively with limited budgets—citing Anaheim's \$30 million grant from Disney as a unique public-private collaboration—growing fiscal pressures across all government levels threaten to widen the funding shortfall.

Katherine Lanzalotto '25, Noah Swanson '25, Elisa Booth '27, Anuj Patel '27, and Arushi Goyal '28 contributed research. Sophia Helland '20, former Rose student manager and now a graduate student at USC, also worked on the project.

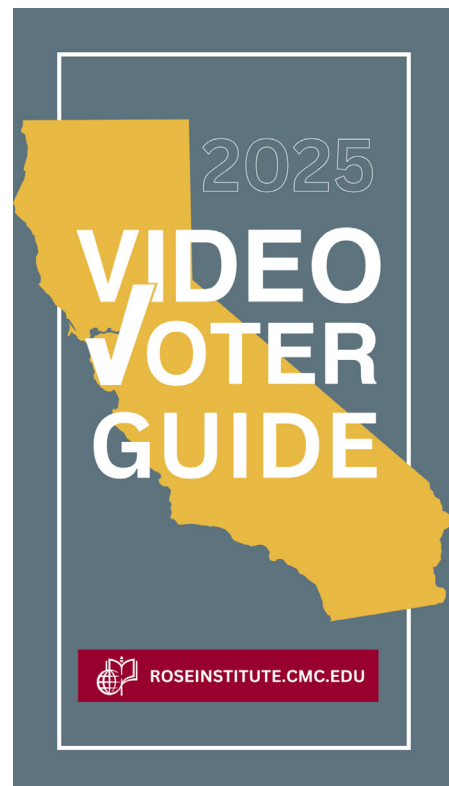


Video Voter Guide 2025: Proposition 50

- Quinten Carney '26

This November, California held a special election on one ballot measure, Proposition 50, which redraws California's congressional district maps through a legislative constitutional amendment, setting aside districts created by the state's Independent Citizens Redistricting Commission.

The Rose Institute produced a three-minute video that explains arguments for and against the proposition. We hired Pegasus Studios to shoot and edit the video, and the Institute posted it on social media and our website. In addition, several Rose students distributed the video to their family and friends as an outreach effort.



NEW HIRES 2025



SHAYAN ABBASI is from Fountain Valley, California, and is majoring in Government and Economics at Claremont McKenna College. His interest in state and local government comes from his involvement in the district offices of Congresswoman Michelle Steel and California Assemblyman Tri Ta. He has experience in voter registration and ballot curing initiatives through local campaigns. Shayan is also an investment analyst at Sagehen Capital

Management in the utilities, energies, and industrials sector, a humanities lab researcher at the Gould Center for Humanistic Studies, and a staff writer for the *Claremont Journal of Law and Public Policy*. He is particularly interested in applying data-driven research to understand how state and local policies affect communities and economic outcomes.

VIVIENNE ARNDT is a CMC sophomore from Orinda, California, interested in politics and philosophy. Vivienne has always been passionate about politics, but developed an interest in state and local government after getting a glimpse at the legislative process in California through an internship with her local Assemblymember Rebecca Bauer Kahan during her freshman summer. She is especially interested in human rights issues, gender equality, and political accountability, and aspires to delve into some of these topics as a Rose research assistant.



MILLY BERTSCH, a sophomore at CMC, from Kansas City, Kansas, where she developed an interest in state and local government, working for the 16th Circuit Court of Jackson County. Milly is looking forward to learning more about crime, justice, and housing policy. In her free time, she enjoys yoga, going to art museums and galleries, and watching movies.

SARAH CHAVEZ is from Scotts Valley, California, and is pursuing a dual major in Economics and International Relations at CMC. Her interest in government emerged during a middle school science fair project, in which she administered the naturalization test to adult U.S.-born citizens. This passion grew as she took government and history courses, visited Washington D.C., and attended a law academy at Georgetown University. At the Rose, Sarah looks forward to furthering her academic pursuits by researching topics related to the criminal justice system, healthcare, and the agricultural industry. Beyond academics, she enjoys swimming, hot yoga, hiking, cooking, and spending time with family and friends.

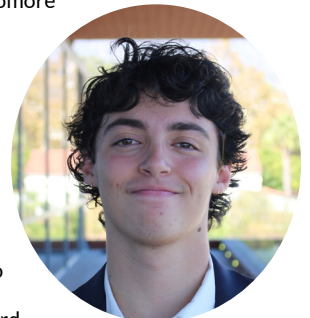


With fellow Rosies at Collins Dining Hall on October 16, 2025 | Photo courtesy of Chad McElroy '26



TOBY FORSTER is from Orange County, California, and is majoring in Government at Claremont McKenna College. Toby's interest in government was developed through different experiences in high school, including Mock Trial and California Boys and Girls State. In his free time, he enjoys watching or playing soccer, reading, and watching movies.

SID GOLDFADER-DUFTY is a Pitzer sophomore planning to major in Government or Public Policy at Claremont McKenna, with a sequence in Legal Studies. Growing up in the politically active city of San Francisco, California, Sid's interest in state and local politics developed at an early age, particularly in areas such as homelessness and the city's changing demographic landscape. Sid later explored these political interests through internships with the San Francisco Mayor's Office and the local news outlet Mission Local. At the Rose, Sid looks forward to building on the policy research he began in his public policy coursework, where he examined the effectiveness of affordable housing policies and the impact of Proposition 36's implementation. In his free time, Sid enjoys playing tennis, hiking, ceramics, reading, and watching movies.



NEW HIRES 2025

SHIVUM KALYANAM is from Columbus, Ohio, and is majoring in Government and History. His government interest began in high school with Ohio Youth in Government, a mock legislation process where high schoolers propose, debate, and vote on legislation. While involved in the program, he researched Ohio's taxation of non-prescription medications, corruption in plea deal bargains, and the private prison industry. At the Rose, Shivum is excited to improve his research skills and learn more about the problems surrounding California. He is especially interested in California's district problems, court systems, and campaign financing. In his free time, Shivum enjoys playing drums, listening to jazz, playing tennis, and watching Formula 1.



ADELINE MCKENZIE is from Portland, Oregon. She is a CMC student dual-majoring in Public Policy and Integrated Science. Adeline became interested in Local and State Government through working with the Oregon state government as a legislative page and a North West Oregon legislative fellow. Outside of academics, she enjoys skiing, running, hiking, and climbing.



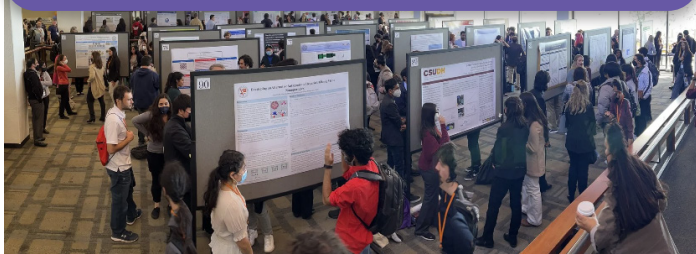
ROSEMARY McMANUS is a sophomore from Mamaroneck, New York, and is pursuing a Bachelor of Science in General Engineering at Harvey Mudd College and plans to concentrate in Public Policy Analysis at Claremont McKenna College. Rosemary's interest in public policy stems from her work at Catizone Engineering P.C. where she reviewed local regulations for project proposals. This summer, Rosemary studied abroad in Salamanca, Spain, to develop her fluency in Spanish. In her free time, Rosemary runs for the CMS cross-country and track and field team, plays the cello and piano, swims, reads, and enjoys being in nature.



KAYLIN NYDAM is from Oakdale, California, and is pursuing a major in Public Policy. Stemming from her experience growing up on her family farm, she has a particular interest in state and local politics in agriculture and water policy. Throughout high school, she was able to develop this interest through public policy debate, agriculture-based speech competition, and internships in legal and non-profit work. Outside of academics, Kaylin enjoys morning walks with friends, reading in Marston Quad, and swing dancing with her family.



SOUTHERN CALIFORNIA CONFERENCE FOR UNDERGRADUATE RESEARCH



Three Rose Institute students have been selected to present research at this year's Southern California Conference for Undergraduate Research (SCCUR). SCCUR brings together over 1,000 undergraduate researchers, faculty mentors, and graduate school representatives. The conference will be held at California State University, Channel Islands in Camarillo on Saturday, November 22.

Aria Fafat '27 will present "Electoral Reform in California: The Impact of District-Based Elections on Local Competitiveness," Keith Maben '28 will present "Delayed Democracy: The Operational and Partisan Impacts of California's Election Administration System," and Jathan Pai '28 will present the Rose's recent housing policy study, "Building Back Better: Altadena's Recovery and Lessons from Santa Rosa."



Aria Fafat '27



Keith Maben '28



Jathan Pai '28



ROSE ALUMNI: WHERE ARE THEY NOW?

- David Taylor '26

BARRY L. GOLDNER '79

After receiving his Bachelor of Arts in Literature from Claremont McKenna College, Barry Goldner went on to receive a law degree at the University of California at Los Angeles in 1982. In 1984, he became a partner with Klein, DeNatale, Goldner, Cooper, Rosenlieb & Kimball, and he has remained with them ever since. In 2016 he got an LL.M in Taxation from the New York University School of Law. Barry focuses his practice on complex business transactions and commercial litigation, handling matters such as business ownership disputes, business counseling and planning—including estate and tax planning—with particular emphasis on real estate, agriculture, construction, and health law. He previously served on the California State Bar Board of Governors and is a past president of the Kern County Bar Association. Barry holds an AV® rating from Martindale-Hubbell, the organization's highest distinction.



GREGORY BARTON '83

After graduating summa cum laude in Political Science and Mathematics from Claremont McKenna, Gregory Barton graduated magna cum laude with a J.D. from Harvard Law School. He is admitted to practice in New York, California, and the District of Columbia. Following law school, he worked as an associate with Gibson, Dunn & Crutcher LLP. His experience since then has been primarily in founder-led public companies in technology, digital media, and asset management industries. Positions he has held include Vice President of Corporate and Legal Affairs for Alliance Semiconductor, Executive Vice President of Licensing and Legal Affairs, and Chief Operating Officer of WisdomTree Investments, Inc. Gregory now works as the Chief Operating Officer and General Counsel for Carver Edison, a financial technology company that provides financial opportunities to employees of companies with Employee Stock Purchase Plans.



MICHELLE RAPHAEL PZ'92

After graduating with a degree in French from Pitzer College in 1992, Michelle Raphael received her Master of Arts degree in journalism from the University of Southern California Annenberg School for Communication and Journalism. Michelle currently contributes feature articles to *USA Today* and leading national magazines.

Previously, she spent 16 years as CEO and Founder of Maximizing Media, a boutique agency specializing in branding, public relations, and partnerships for major clients across media, arts, and education. She also served as Managing Editor at AAA's *Westways Magazine*, Entertainment Editor at *LA Weekly*, and Managing Editor at *CSQ Magazine*, where she developed high-profile editorial content and events. Earlier in her career, she held senior editorial roles at the *Los Angeles Times*, establishing herself as a voice in digital media. Now, her broader work spans higher education, nonprofit leadership, and literary arts.



STUDY ABROAD REFLECTIONS

JOAN HANSON SC'26

This spring, I had the incredible opportunity to study in Madrid, Spain. While there, I took immersive, Spanish-language courses in politics, history, and the arts. One of my favorite experiences in Madrid was taking an introductory flamenco class (pictured on the right), which gave me a deeper appreciation for Spain's rich cultural traditions. I'm very grateful to have had the chance to immerse myself in such a vibrant culture and to have meaningfully strengthened my Spanish-speaking skills while abroad.

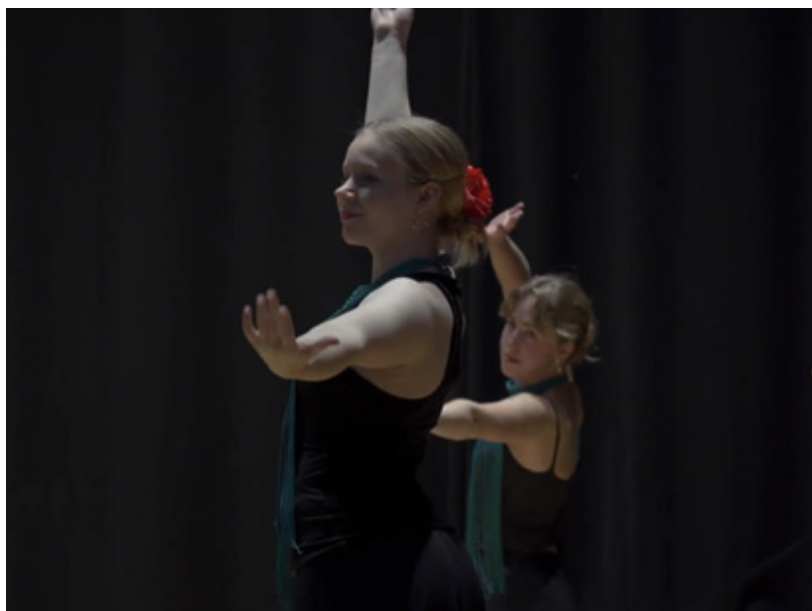


Photo courtesy of Joan Hanson SC'26

KEVIN BENDER '27

Last semester, I was able to study in Ireland. I had the chance to explore all over the country and immerse myself in its natural beauty and culture. I biked through the rolling green hills, learned a Ceili Irish dance, surfed in the freezing ocean, and hiked multiple breathtaking cliffs overlooking the Atlantic. I also traveled to five other countries, each offering a unique culture, history, and way of life. Experiencing so many new places deepened my appreciation for global perspectives and gave me a lasting connection to the people and landscapes that made my time there so memorable.

Reflecting on my time abroad, I realize how much I learned about adaptability, curiosity, and the importance of approaching challenges with an open mind. Living and learning in a new environment taught me to think differently, appreciate diverse viewpoints, and see problems through a broader lens. Now that I'm back at the Rose Institute, I'm eager to hit the ground running and bring this refreshed mindset to projects and collaboration ahead.



Photos courtesy of Kevin Bender '27



REMEMBERING BOB HOWARD '55



Robert "Bob" W. Howard '55, passed away peacefully on August 15, 2025, at the age of 91, following a courageous battle with pancreatic cancer. He was the longest-serving member of the Rose Institute Board of Governors.

Born in Santa Monica in 1933, Bob attended Santa Monica High School, where he was twice elected student body president. He graduated from CMC (then known as Claremont Men's College) in 1955, serving as freshman class president and earning several honors, including the Student Citizenship Award. After college, he proudly served in the United States Army. It was during his time in the Army that he met the love of his life, Cleva Jo Hill, with whom he shared

65 wonderful years of marriage. Bob and Cleva celebrated their wedding anniversary just one week before his passing.

Bob had a successful career in commercial real estate. He got his start at Coldwell Banker, where he formed lifelong friendships. He later joined a startup and eventually founded his own firm, which engaged in commercial and industrial real estate development and management.

Bob was also a tireless volunteer. He served on the Board of Governors of the Rose Institute for 45 years, including four years as its Chair. Rose Institute Director Ken Miller stated, "Everyone loved Bob—he was a faithful

friend who offered warm encouragement, wise counsel, and good cheer to generations of Rose staff members and students." Ryder Smith '96, current Board chair adds, "Bob was a champion of the student experience and had a deep connection to Claremont McKenna College and Rose. He was fearless in his strong values and a committed family man. His smile, wisdom and kind personality will be missed by all who knew him, but his decades of service to the Rose will forever positively impact our trajectory."

Bob's volunteer work was wide-ranging. He helped found and build the Discovery Science Center in Orange County, served as a founding board member and chairman of the National Institute of Youth Ministry, and was a board member of the Balboa Bay Club and Resort. Bob was involved with KidWorks, which supports under-resourced youth through mentoring, tutoring, and enrichment programs. He also served as a board member and former chairman of HomeWord, a Christian organization focused on strengthening families and communities.

A man of deep faith, Bob was a devoted follower of Jesus and a living example of compassion, integrity, and humility. He participated in several men's Bible study and mentoring programs where he guided and inspired others with his wisdom. He was an avid fly fisherman, bird watcher, and world traveler. He also took part in the annual Portola Ride, a historic horseback journey celebrating California's cultural heritage, which became a meaningful tradition for him. Bob had a rare gift for listening and made every person feel valued and loved. And to his family, he was the best husband, dad, and grandpa anyone could ask for.

Bob is survived by his beloved wife, Cleva, and their children, Karen (Greg), Douglas (Cheryl), Sharon (Mark), and Carol (Chuck). Bob and Cleva welcomed Carol into their lives in their later years, forming a relationship of enduring love and devotion. Bob is also survived by six grandchildren: Joshua, Rachel (Matt), Lauren (Ryan), Keeton, Jessica, and Nathan.

Always good-natured, humble, and generous with his time, affections, and resources, Bob liked to share Rudyard Kipling's advice that we should seek to "walk with kings [yet] keep the common touch."

Photos courtesy of the Howard family

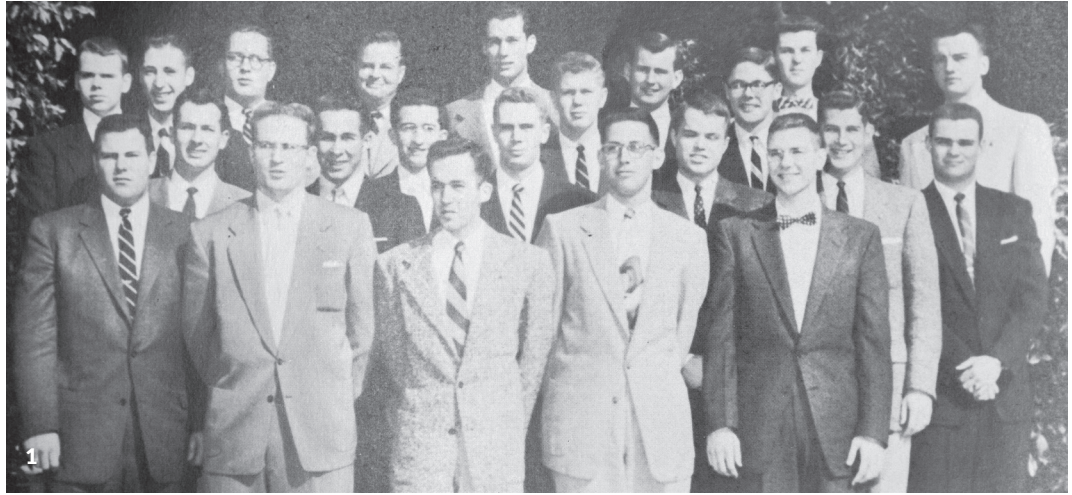


REMEMBERING BOB HOWARD '55

Bob as a student at CMC:

1. Second row, far left.
2. On the left
3. On the right

*Photos courtesy of
Claremont McKenna College.*



Bob and Cleva on their wedding day.



Bob and Cleva with their young family.

SUMMER 2025 REFLECTIONS

CHAD McELROY '26

This summer, I returned to Washington D.C. to intern at BryceTech, a company that conducts research, consulting, and contracting for the commercial space industry and federal government. While I wore many hats across the company, I primarily split my time between the analyst team and alongside various administrative leads. On the analyst side, I maintained BryceTech's Library of Space Activity database, keeping track of global space launch activity and venturing down countless rabbit-holes on everything from the fall of the Russian space industry to the shadowy world of NRO spy satellites. I also kept my project management skills sharp by coordinating an internal month-long Microsoft Excel training program. My internship was made possible through the Patti Grace Smith Fellowship, an organization dedicated to connecting Black undergraduates with their first paid internship in the aerospace industry. As part of my fellowship, I participated in a five-day leadership summit that involved tours of NASA facilities, an aerospace technology pitch competition alongside my fellow "Patties," and the chance to make connections with future aerospace leaders from all across the country.

While it's hard to choose just one highlight from the summer (though I can easily name my least favorite - the inescapable humidity of DC in July), some personal standouts include attending the annual space industry get-together "Spaceball," visiting old Civil War forts across the DMV area, watching the fireworks beneath the Washington Monument, and meeting Congressman George Whitesides (D-CA) at the leadership summit!



Chad at Smithsonian's Udvar-Hazy Center in Chantilly, VA with the Space Shuttle Discovery | Photo courtesy of Chad McElroy '26

KEVIN BENDER '27

This summer I interned at Northwestern Mutual in San Diego to learn more about the financial advising industry. I learned the impact financial planning can have on people's lives and the importance of building trust through strong communication. I developed my analytical skills through assessing each individual client's needs. At the same time, I honed my communication abilities by learning how to clearly explain complex financial concepts and tailor recommendations to individual needs. I'm excited to bring the analytical and interpersonal skills I developed to future projects at the Rose Institute.

RHIANNON WORLINE '28

This summer, I worked for an organizational psychology firm, EnlivenWork, as a research analyst. Our research focused on the importance of precision questioning and answering in the workplace. In addition to research, I helped develop online materials for executive coaching and courses offered to top executives at global tech companies. I also traveled with friends to several beaches across Southern California, combining my two passions: surfing and photography. I plan to submit my updated portfolio to the World Surf League for consideration as an intern photographer.



Surfer at Strands Beach in Dana Point, CA | Photo courtesy of Rhiannon Worline '28

DEBORAH AGUIRRE '28

I spent the summer in Sacramento as a legislative intern in the office of Assemblymember John Harabedian. I was deep in the midst of a contentious budget season, where I drafted and edited budget request letters—including one that helped secure \$20 million for behavioral health initiatives. I worked closely with staff to make sure that the Assemblymember's committees went smoothly as the session wound down, met with lobbyists, and even worked to build support for the Assemblymember's bills. I was able to meet amazing people, many of whom are extremely influential in California politics, and got to be involved in just about every aspect of policymaking. It was an incredible experience to see how policy ideas evolve into real legislation and to work alongside staff who care deeply about improving California.



Sacramento | Photo courtesy of Deborah Aguirre '28

SUMMER 2025 REFLECTIONS

DAVID TAYLOR '26

This summer, I had the wonderful opportunity to intern with People for Housing - Orange County. People for Housing is the Orange County associate chapter of California YIMBY, a group fighting to make California more affordable for everyone through their housing-first policies. During my time with the organization, I got to work on their Affordable Housing Access Platform, a long-term project that aspires to make a centralized means of accessing information about affordable housing across Orange County, something that the county currently lacks but is in dire need of. In May, I also got to fly up to Sacramento for the California YIMBY Lobbying Day to advocate for important statewide bills, including the now-passed and hopefully revolutionary SB 79. Thank you also to the Rose Institute of State and Local Government for sponsoring this experience on my behalf. This opportunity wouldn't have been possible without your generous support.



David, second from left, met up with Rosies in Sacramento: from left, Ryan Lenney '25, George Ashford '25, and Dhriti Jagadish '27 | Photo courtesy of David Taylor '26

QUINTEN CARNEY '26

This summer, I was in Claremont as a research assistant for Professor Daniel Firoozi. Together we co-authored a paper on Rational Inattention and Limited Government, dealing with how voters make their decision when casting a ballot in a low information environment. It was very insightful, particularly at the local level in California. Besides that, I explored many parts of Southern California, including San Diego and Big Bear.



David, second from left, during YIMBY Lobbying Day | Photo courtesy of David Taylor '26

ARIA FAFAT '27

This summer, I interned in Washington, D.C. with Citizens for Responsibility and Ethics in Washington (CREW). As a policy intern, I helped submit FOIA requests, researched the legislative history of the 22nd Amendment, and tracked both courthouse closures across the country and the legality of President Trump's firings. I had such a great time exploring D.C., and after my internship, I visited the Dolomites with my family!

RYAN SHAKIBA '26

Over the summer, I primarily worked as a data scientist for the Johns Hopkins Research Collaboration in Kampala, Uganda. I worked with medical datasets, fixing data quality issues, and conducting statistical analysis on results from medical trials. I also travelled extensively within Uganda, visiting many national parks and monuments. Finally, I worked with Professor Andrew Sinclair on election results data for historical state and local elections in California and New York.



Sipi Falls, Uganda | Photo courtesy of Ryan Shakiba '26

ALUMNI SPOTLIGHT: LESLIE DEL GUERCIO '82

- Andrew Cheung '28

Leslie M. Del Guercio is a real estate attorney at Demetriou, Del Guercio, Springer & Francis, LLP in Los Angeles. Ms. Del Guercio is both an effective litigator and well versed in transactional real property and business matters. While her practice is focused on complex real estate and business litigation, she often represents individuals and private clients in connection with real property purchase, sale, and leasing transactions. Ms. Del Guercio has successfully litigated complex business disputes involving contracts, breach of lease, eminent domain, inverse condemnation, unlawful detainer, and toxic tort defense for individuals, public and private entities, and governmental entities. Ms. Del Guercio's practices in California state and federal courts. She also is experienced in environmental due diligence and site investigation.



Ms. Del Guercio graduated cum laude from CMC in 1982 with a bachelor's degree in political science and public law.

Did your undergraduate experience at CMC and the Rose Institute influence your professional interests?

My undergraduate experience prepared me for my professional interests by requiring me to be disciplined in my critical thinking skills and further honing my written communication skills. At the time I was a student, the only pre-law major was political science/public law. I come from a family of three generations of attorneys so pursuing a legal career was a natural path for me. I was hired to work part-time at the Rose Institute to do map work for redistricting – a topic that is currently at the forefront of the national political dialogue.

How did your time as a law clerk for the late Hon. Edward Rafeedie help shape your career?

It was invaluable. The experience I received as a law clerk taught me the internal mechanics of how the federal court system worked, gave me a bird's eye view from the perspective of the trier of fact, and resulted in law firms sending me their firm resumes after my clerkship ended. The late Hon. Edward Rafeedie required his law clerks to research and prepare tentative rulings for law and motion and prepare draft opinions. Because of my experience as a law clerk, it prepared me for and shifted my career focus toward litigation.

Did you have any other experiences that prepared you for your profession?

Early in my career, I was involved as a principal in building and renovating homes.

Much of your work involves real estate litigation, property transactions, and business disputes, how has your background in state and local government helped you navigate California's legal and regulatory landscape?

I am in private practice and often do legal work as outside counsel for cities. Our firm handles both transactional and litigation matters for local government entities, as well as corporations, limited liability companies, and individuals.

Do you have any interesting perspectives on the intersection of law and business?

Even if a student does not intend to pursue a legal career, I would recommend taking a business law course if it is available, so that in whatever area of business that is pursued, the student will be knowledgeable enough to flag potential legal issues and obtain legal assistance when appropriate.

Looking at your experience in breach of contract, lease disputes, eminent domain, and unlawful detainer, what has been the most rewarding part of your work?

The intellectual challenge of problem-solving with the best possible outcome for the client.

Additionally, are there any emerging issues you foresee affecting the real estate legal landscape in the coming years?

Real estate property law must adapt to changes in society and legislation. Like the rest of society, attorneys are starting to use generative Artificial Intelligence ("AI"). However, generative AI provides unique challenges and risks for attorneys when providing legal services.

How have you and your firm been preparing to handle these potential changes?

We are educating ourselves about the benefits and limits of generative AI in the practice of law.

Do you have any advice to offer to current Rose Institute research assistants considering a career in law?

While I represent cities, the work I do does not typically influence public policy. However, there are many interesting and potentially rewarding career paths for attorneys to shape public policy through various roles within the government as legislators, prosecutors, or agency lawyers, serving as advocates for public or private interests to influence legislation or acting as policy analysts.



Rose students Janelle Hobbs '81, Cassie Arnold SC'82, Leslie Del Guercio '82, and Margaret Heagney '83 (partially hidden) meet President Gerald Ford during his visit to the College in 1979.

BOARD OF GOVERNOR SPOTLIGHT: HENRY OLSEN, III '83

- Andrew Cheung '28

Henry Olsen, a senior fellow at the Ethics and Public Policy Center, studies and provides commentary on American politics. His work focuses on how America's political order is being upended by populist challenges, from the left and the right. He also studies populism's impact in other democracies in the developed world.



Mr. Olsen has served on the Rose Institute Board of Governors since 2018.

How did your time at CMC and the Rose Institute shape your interest in politics, and what was your favorite memory at CMC?

I was immersed in politics before I applied to CMC; the Rose was a major attraction for me when I applied! My CMC education introduced me to political theory, which significantly shaped my views and how I approach political engagement. My time at the Rose introduced me to political demography, which gave me my start in my political career and has since provided the baseline knowledge upon which I have built my career as a writer and analyst. In short, CMC and the Rose substantially helped me become the person I am today.

Favorite memory? I have so many positive ones it's impossible to pick just one! But if I must, let's say giving the Latin oration at my graduation ceremony.

Since your time speaking at the Rose Institute's 40th Anniversary, you've continued to write and comment extensively on American politics. What trends or developments in national politics since then have most shaped your thinking about the future of conservatism?

The populist elements of American politics are now dominant within American conservatism, as they increasingly are in most of the Western world. The sharp move to the cultural left, which is also happening worldwide, has made many centrists feel contemporary liberalism is out of touch with their aspirations, opening up room for populist conservatism to become the default governing majority here and throughout the West. Chronicling and analyzing these developments will likely dominate my thinking over the next six years.

Much of your work explores the intersection of cultural identity and political alignment. How do you think changes in class, education, and geography are reshaping the Republican coalition today, and what does that mean for the future of the party?

I started to advocate for a shift towards a blue-collar, economically downscale GOP voter base back in 2010. That shift has now happened, largely because of President Trump, and is irreversible. This will inevitably mean the GOP becomes more friendly to government intervention in the economy and less friendly to institutions that upscale educated people dominate, such as large corporations, the media, and academia. The GOP needs to lean into that trend while keeping substantial support among educated Americans. Building that coalition will not be easy, but it will be better for the GOP to champion its newer voters' concerns than worry about keeping their more longstanding ones ecstatic.

How did your time as a political consultant at Hofferblum-Mollrich and as a law clerk to the Honorable Danny J. Boggs help shape your career? Did you have any other experiences that prepared you for your profession?

My work at Hofferblum-Mollrich taught me how to run and win campaigns. That experience means I can analyze campaigns in development accurately, which helps my writing stand out from other, less experienced analysts whose work is more data-centric or based on vibes. Judge Boggs is a great friend and my year as his clerk improved my writing immeasurably, which is important for a writer!

What do you enjoy most about serving on the Rose Institute's Board of Governors? Are there any projects that you are particularly interested in?

I enjoy coming back to the campus and engaging with the students. Seeing the bright, eager eyes that I once had is stimulative, reminding me the human yearning for knowledge and achievement is everlasting.

Do you have any advice to offer to current Rose Institute research assistants considering a career in law or at think tanks?

Law is a very expensive course. I always advise people thinking of that to know what the practice of law actually entails and have a clear idea of what you want to do before you enroll and take on that level of debt. For think tanks, you need to have an idea of your philosophical orientation as most think tanks have clear political outcomes they are aiming at. Once you have a sense of that, find an area of policy that fascinates you. You'll be a great analyst if you have a genuine passion for your subject matter.

1946 CHALLENGE

"After a successful 1946 Campaign last year, we were so excited to see the continued support for the Rose Institute this time and to exceed our fundraising goal! The 50th Anniversary really helped us reconnect with our incredible alumni, and we're seeing more and more engagement from former Rosies. The Rose continues to produce high-caliber research and extend its impact in new areas - the 1946 donations will be critical to support the Rose's future growth."

-Jacinth Sohi '11

President, Rose Institute Alumni Society
Member, Board of Governors



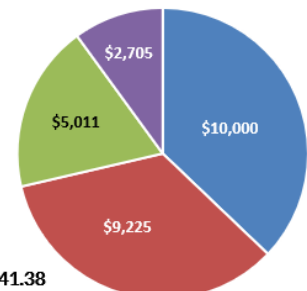
"Congrats on first place on the leaderboard!"
- Lindsay Vos, Director of Advancement,
Engagement Opportunities

1946 Challenge Donations (2025)

- BOG Match
- Rose Alumni*
- Friend of the Rose
- Alumni Parent

* Includes corporate match

Total number of donors: 44
Total donations received: \$26,941.38





GO-KART RACING AT K1 SPEED

Rhiannon Worline '28, Social and Cultural Events Coordinator

On October 24, 2025, the Rose staff had the opportunity to compete in go-kart racing at K1 Speed, a local track in Ontario. With over 20 student researchers and the entire Senior Staff in attendance, everyone raced for the title of Grand Prix Champion. The event featured both a qualifying round and a final Grand Prix, giving participants time to get comfortable with their karts before the big race. After the qualifying results were announced, the final race proved to be an intense showdown, ending with three new hires, Adeline, Shivum, and Milly, claiming the podium and taking home medals. The experience offered plenty of competitive fun, snacks, and laughter, making it a fantastic bonding opportunity for senior staff, current Rosies, and new hires alike.



October 24, 2025 | K1-Speed, Ontario | Photos by Chad McElroy '26

MISSION STATEMENT

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.

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