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Penn Dental Medicine's New State-of-the-Art Clinic in Historic Space

Penn Dental Medicine's largest clinic for comprehensive restorative patient care and clinical instruction has been transformed throughout with a state-of-the-art renovation—the new Robert I. Schattner Clinic, previously known as the Main Clinic, opened for operation on January 2. The Penn Dental Medicine community officially celebrated the opening of the new space on January 11 with a special open house event and recognized former Dean Denis Kinane for his leadership role in helping to bring the renovation to fruition.

"The new Schattner Clinic will greatly improve both the clinical instruction experience for your students and the clinical care experience for our patients," says Dr. Dana Graves, interim dean of Penn Dental Medicine. "As the hub of restorative patient care and instruction for our DMD students since the School's Evans Building opened in 1915, this is such a vital and historically significant space for the School. Its new state-of-the-art environment and clinical care resources will have a positive impact on so many levels."

The opening of the Schattner Clinic, situated on the second floor of the School's Evans Building, is the culmination of the transformation of the historic Evans Building, which over the past two years has undergone a renovation that impacted all four levels of the building. The Evans Building renovation was a top priority for former Dean Kinane, who saw the project through its completion before stepping down from the deanship at the end of December after eight and a half years in the leadership post.

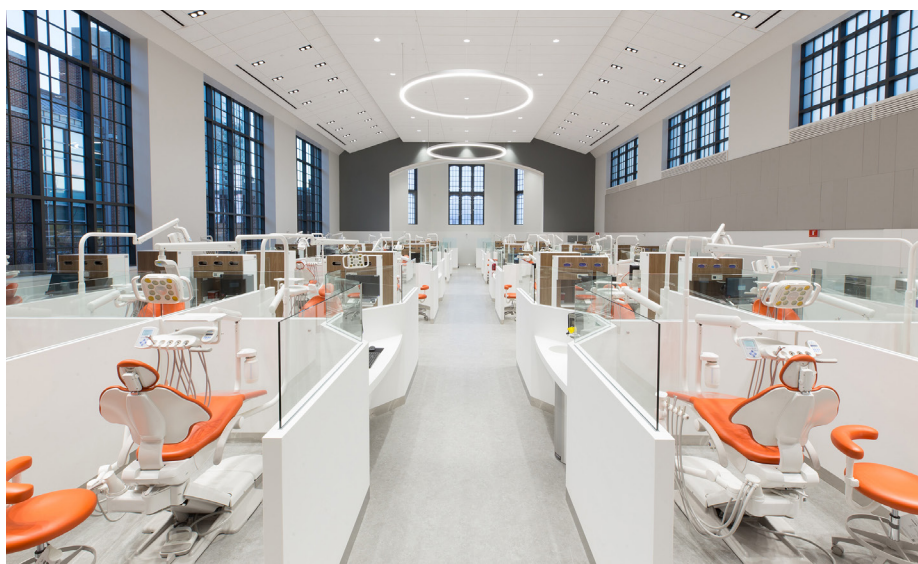
"We are honored that Dr. Kinane could return to celebrate the opening of the Schattner Clinic with us and give us all the opportunity to thank him for his vision and leadership in helping to make this project and all the changes throughout the Evans Building a reality," said Dr. Graves.

The 10,000-square-foot Schattner Clinic features a total of 74 dental operatories, including four dedicated to digital radiography. Each operatory is outfitted with a chairside monitor for accessing digital patient records and capability for performing chairside digital dentistry. Streamlining operations is on-site sterilization for the Clinic's all electric handpieces and a laboratory on the west end of the clinic that features state-of-the-art equipment for computer aided design and computer aided manufacturing of clinical restorations.

Adding to the unique, inviting environment of the Clinic is the incorporation of natural light. Dramatic two-story windows, mimicking the space's original 1915 windows, line the north side of the Clinic and the original windows on the east and south sides of the Clinic were revealed and restored.

This project was made possible through the support of Penn Dental Medicine alumnus Dr. Robert I. Schattner, D'48, (*Almanac* October 6, 2015) who contributed \$15 million before his death in 2017 (*Almanac* February 14, 2017) to this renovation and to the construction of the Schattner Pavilion, to be completed in June 2018. The Pavilion is a two-story addition to the School's Robert Schattner Center, extending beyond the existing atrium of the Center and creating a dynamic new space on two levels, including a patient waiting area for the Schattner Clinic.

Penn Dental Medicine students and faculty are major providers of dental care to the West Philadelphia community, having served approximately 87,600 patients within all of its teaching clinics in FY17.



The Schattner Clinic, situated on the second floor of the Dental School's Evans Building.

From the President and Provost

A Message to the Penn Community:

On the Role of Slavery in Penn's Past

At the end of the fall semester, a group of Penn undergraduates delivered the results of important research they had undertaken as part of Professor Kathleen Brown's Penn Slavery Project. Their work, combined with recent University research, revealed that approximately half of Penn's early Trustees owned slaves. While it has long been known that Penn's founder Benjamin Franklin had owned slaves early in his life before becoming a leading abolitionist, the students' work cast a new light on our historical understanding of the reach of slavery's connections to Penn.

After meeting with the students to hear of their work firsthand, we agreed that the University would form a small working group to explore the matter further so that we might improve our community's understanding of the impact and implications of slavery on Penn's past and what it means for the present and the future. Our intention is to seek the truth and acknowledge it, and to offer recommendations for any next steps.

We are announcing the formation of that group, which will be chaired by Provost Pritchett, and include Sr. Vice President and Chief Diversity Officer Joann Mitchell; Kathleen Brown, the David Boies Professor of History and Director of Gender, Sexuality and Women's Studies; Heather Williams, Presidential Professor and Professor of African Studies; and Dorothy Roberts, Penn Integrates Knowledge Professor and the George A. Weiss Professor of Law and Sociology, the Raymond Pace and Sadie Tanner Mossell Alexander Professor of Civil Rights, and Professor of African Studies.

We also expect to engage students in Professor Brown's class, as well as other undergraduate and graduate students, and faculty who may be able to assist with this important work. It is our expectation that the broad contours of the work could be completed this semester—at least sufficient to help us shape a set of next steps to allow a fuller illumination of this part of Penn's history.

The institution of slavery is a profoundly shameful and deeply tragic part of American history. It is important that we fully understand how it affected our University in its early years and that we reflect as a university about the current meaning of this history. We are grateful to our students and Professor Brown for their work in broadening our understanding. We will report on the group's findings after their work has been completed.

—Amy Gutmann, *President*

—Wendell Pritchett, *Provost*

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Supplements: Summer 2018 Camps and Programs February AT PENN

SENATE From the Senate Office

The following agenda is published in accordance with the Faculty Senate Rules. Any member of the standing faculty may attend SEC meetings and observe. Questions may be directed to Patrick Walsh, executive assistant to the Senate Office, either by telephone at (215) 898-6943 or by email at senate@pobox.upenn.edu

Faculty Senate Executive Committee Agenda Wednesday, February 7, 2018 3-5 p.m. Meyerson Conference Room (2nd floor, Van Pelt-Dietrich Library)

1. Approval of the Minutes of November 29, 2017 SEC meeting (1 minute)
2. Chair's Report (5 minutes)
3. Past-Chair's Report (3 minutes)
4. Update from the Office of the President (45 minutes)
Discussion with President Amy Gutmann
5. Ballot: 2018 Senate Committee on Committees (5 minutes)
6. Update from the Office of the General Counsel (30 minutes)
Discussion with Senior Vice President and General Counsel Wendy White
7. Update on the Teach-In to be held March 18-22 (15 minutes)
8. Moderated Discussion (15 minutes)
9. New Business (1 minute)

Section IV.3(c) of the Council Bylaws provides that a University Council meeting "shall incorporate an open forum to which all members of the University community are invited and during which any member of the University community can direct questions to the Council."

All members of the University community are invited to bring issues for discussion to the

University Council Open Forum Wednesday, February 21, 2018 at 4:40 p.m. Bodek Lounge, Houston Hall

Individuals who want to be assured of speaking at Council must inform the Office of the University Secretary (ucouncil@pobox.upenn.edu) by 5 p.m. on Monday, February 12, 2018. Please indicate the topic you would like to discuss. Those who have not so informed the Office of the University Secretary will be permitted to speak only at the discretion of the Moderator of University Council and in the event that time remains after the scheduled speakers.

Please see the format given below. Questions may be directed to the Office of the University Secretary at (215) 898-7005 or ucouncil@pobox.upenn.edu

—Office of the University Secretary

Format for University Council's Open Forum February 21, 2018

The University Council will devote a substantial portion of its February 21, 2018 meeting to a public forum. The purpose of the Open Forum is to inform Council of issues important to the University's general welfare and of the range of views held by members of the University. The forum is open to all members of the University community under the conditions set by the Bylaws, following guidelines established by the Steering Committee of Council:

1. Any member of the University community who wishes to do so may attend the Council meeting. Individuals who want to be assured of speaking at Council, however, must inform the Office of the University Secretary (ucouncil@pobox.upenn.edu) by 5 p.m. on Monday, February 12, 2018, indicating briefly the subject of their remarks. Those who have not so informed the Office of the University Secretary will be permitted to speak only at the discretion of the Moderator of University Council and in the event that time remains after the scheduled speakers.

2. Speakers should expect to be limited to three minutes with the possibility of additional time in cases where members of Council engage the speakers with follow-up questions or remarks. The Moderator may restrict repetition of views. Speakers are encouraged to provide Council with supporting materials and/or written extensions of their statements before, during, or after the Council meeting.

3. Following the deadline for speakers to sign up in the Office of the University Secretary, the resulting order of the Open Forum of University Council will be made available no later than the Tuesday before the meeting, to be published on the Office of the University Secretary website (<http://www.upenn.edu/secretary/council/openforum.html>) and, if deadline constraints allow, in *The Daily Pennsylvanian* and *Almanac*.

4. Speakers' statements should be framed so as to present policy issues and directed to University Council as a body through the Moderator. The Moderator will have discretion to interrupt statements that are directed against persons and otherwise to maintain the decorum of the meeting, as provided for in the Bylaws. In cases where questions or positions can be appropriately addressed by members of Council, or where a colloquy would seem to be productive given the time constraints of the meeting, the Moderator may recognize members of Council to respond to speakers' statements, with opportunities for follow-up by the speakers.

5. Should the number of submitted topics of community-wide interest exceed what can be accommodated during a single Open Forum session, discussion will be allowed to continue at the following University Council meeting.

Memorial for Carole Marcus: February 14

A memorial service will be held for Carole L. Marcus, a pioneering sleep researcher, professor at CHOP and associate director of Penn's Institute for Translational Research, who died on November 19 (*Almanac* December 19, 2017). Friends and colleagues of Dr. Marcus are invited to attend the memorial on Wednesday, February 14 at 2 p.m. in Room 123ABC of the Leonard and Madlyn Abramson Pediatric Research Center, 3615 Civic Center Blvd. RSVP to Nina Scherrei at scherrein@email.chop.edu



Penn's Way—Thanks A Million

Dear Friends and Colleagues:

Each year Penn's Way calls upon the strength of the Penn community to respond to the needs of those less fortunate. For this year's *Giving is Penn's Way* campaign you answered our call and then some! On behalf of the University and Health System leadership and our charitable partners from Penn Medicine, Philadelphia Alliance for Change, and The United Way, we would like to say *Thanks A Million!* Thanks a million for your commitment to sending a message of hope and support to the vulnerable populations these agencies serve.

Because of your generosity and compassion, the Penn's Way Campaign met and exceeded its goal of \$1,600,000! Our final total was \$1,820,387.

We especially applaud the hard work and enthusiasm of the many individual volunteers who served as Penn's Way Volunteer Coordinators.

Our deepest thanks to them and to you for making the Penn's Way Workplace Giving Campaign another remarkable success! Thank You.

Maureen S. Rush
Vice President for Public Safety
University of Pennsylvania
Penn's Way Co-Chair

Patricia G. Sullivan
Chief Quality Officer
University of Pennsylvania
Health System
Penn's Way Co-Chair

Jennifer A. Pinto-Martin
Professor, School of Nursing
Chair-elect Faculty Senate
University of Pennsylvania
Penn's Way Faculty Advisor

Peter D. Quinn
Vice Dean for Professional Services
Senior Vice President
University of Pennsylvania
Health System
Penn's Way Faculty Advisor

From the President and Provost

A Message to the Penn Community:

Supporting Wellness Across the University

We wrote to you last month, in the wake of the Campus Conversation, about our plans to further advance the critical importance of wellness at Penn. At that time, in addition to initiatives at CAPS, we promised to launch a comprehensive website to bring together resources, events, and programs that support wellness across the University.

We are pleased to let you know that we have now launched this website, which you can find at: <http://wellnessatpenn.com>

The website includes an event calendar and a comprehensive guide to resources for wellness at Penn. It is organized to remind us that wellness is multi-dimensional—our emotional and mental wellness are intimately connected to our social, physical, spiritual, financial, sexual, and occupational wellness. You will find specific resources on the site in all of these vital categories. Above all, this is a dynamic website: we encourage you to submit suggestions on how to improve it to even better serve our community. And we encourage you to suggest events and resources that should be included.

It is especially important for us to continue to strengthen our bonds as a community. As one small but important step in this direction, we are reinvigorating the Take Your Professor to Lunch program, which provides an easy way for students and professors to get to know each other better outside the classroom. We will both have lunch with students in the near future to encourage all of you to do the same, as will many of our deans and other senior leaders. You can learn more about the program and how to participate in it at: <http://takeyourprof.org>

In multitudinous ways, we reaffirm our responsibility to care for each other and forge the most vibrant and resilient Penn community. Please let us know if you have additional ideas about how we can continue to support and sustain wellness at Penn, which you can do directly from the homepage of the wellness website at: <http://wellnessatpenn.com>

—Amy Gutmann, President

—Wendell Pritchett, Provost

OF RECORD

The Graduate Council of the Faculties and the Council of Graduate Deans have updated the New Parent Accommodation/Family Leave policy for Ph.D. students. The policy has been updated to centralize the request process to ensure seamless and universal access to the eight-week accommodation and Family Leave of Absence, and to connect students to family-friendly resources on campus. The new policy has been published in the Pennbook and can be viewed below and at: <https://provost.upenn.edu/policies/pennbook/2013/02/13/family-friendly-policies-for-phd-students>

—Wendell Pritchett, Provost

—Beth A. Winkelstein, Vice Provost for Education

Family Friendly Policies for PhD Students: New Parent Accommodation/Family Leave of Absence Policy

New Parent Accommodation

A student in a Ph.D. program at Penn is eligible for time off of eight weeks for the birth or adoption of a child. The student must complete the online New Parent Accommodation/Family Leave Request Form (at <https://provostawards.wufoo.com/forms/phd-family-leave-request-form/>) at least 60 days prior to the anticipated start date of the leave so that appropriate arrangements can be made to cover any teaching/research responsibilities.

The graduate group chair and dissertation advisor will be notified via email of the details of the student's accommodation request. The graduate group is responsible for making the necessary arrangements within their department and school.

A. Normally the "Time Off" period commences within two weeks of the birth or adoption.

B. During the "Time Off" period, the student remains enrolled full-time. In order to facilitate a rapid return, s/he may participate in the program as fully as s/he deems appropriate. By remaining on full-time status, student visa status and loan repayment schedules, if any, will remain unchanged.

C. The student is entitled to academic accommodation including relief from academic requirements, such as postponement of exams and course requirements.

D. A student receiving stipend support is entitled to continuation of support during the "Time Off" period as follows:

1. Students receiving stipends from University/school funds are entitled to draw support for eight weeks during the academic year.
2. Students funded by government grants or other external funding sources are entitled to benefits as determined by the funding agency.

Family Leave of Absence Policy

A student in the Ph.D. program at Penn may take an unpaid Family Leave of Absence for the birth or adoption of a child, child care, or care of an immediate family member (spouse, domestic partner, child, or parent) with a serious health condition.

The graduate group chair and dissertation advisor will be notified via email of the details of the student's leave request. The graduate group is

responsible for making the necessary arrangements within their department and school.

A. Students may take a Family Leave of Absence for one semester or for two semesters.

B. The student must complete the online New Parent Accommodation/Family Leave Request Form (at <https://provostawards.wufoo.com/forms/phd-family-leave-request-form/>) at least 60 days prior to an anticipated leave so that appropriate arrangements can be made to cover any teaching/research responsibilities. In unanticipated and/or emergency situations, students should fill out the form as soon as possible.

C. Family Leave "stops the clock" on the student's academic requirements, including service requirements, for the duration of the leave.

D. During the period of Family Leave, the student may arrange to continue Student Health Insurance, but is responsible for the payment of his or her own premiums. Upon paying a fee, students on approved Family Leave will retain their PennCard, e-mail accounts, library privileges, and building access.

E. Funding commitments from the institution are deferred until the student returns from Family Leave. Students receiving funding from external sources, such as government grants, are subject to the conditions established by the funding source.

F. Service requirements (e.g., teaching, research) will be met by the student following return from Family Leave.

G. Requests for extension of Family Leave beyond one year, or for repeated Family Leaves, may be made. Approval of an extension, deferral of funding, and continued academic accommodation is at the discretion of the Graduate Dean.

**Important:* If you anticipate adding a dependent (e.g., newborn) to your Penn Student Insurance Policy while on Family Leave, you must remain in *active* student status at the start of the fall semester. Students should arrange with their school/division to maintain full-time student status for at least 31 days from the start of fall classes, after which time the Family Leave status can be recorded in the Student Records System. After the birth/adoption, contact the SHS Insurance Coordinator to enroll the dependent. The premium for dependent coverage is payable directly to Aetna Student Health.

Amazon has released a list of 20 finalists—including Philadelphia—for its competition that drew 238 responses from cities that want to host Amazon's new headquarters, nicknamed "HQ2." Amazon said it will announce the winning city "sometime in 2018." In the meantime, urban experts are discussing the enormous ramifications that HQ2 could have on the selected city. Penn IUR asked several urban experts: How will cities gain or lose from the competition to host Amazon's second North American headquarters? Below are some of their responses.

The \$5 Billion Question: Will Cities Win or Lose in the Bid for Amazon's Second Headquarters?

A Decision with the Potential to Ignite Tax Incentives

Timothy J. Bartik is a Penn IUR Fellow and senior economist at the W.E. Upjohn Institute. His research focuses on state and local economic development and local labor markets.

Whether cities gain or lose from the competition for Amazon will depend upon how the winning city's success is interpreted. If the winning city provided large long-term tax incentives, this may be interpreted by many local policymakers as a rationale for escalating incentive offers to other businesses. This may divert resources away from educational investments that may be more cost-effective in promoting local economic development.

From 1990 to today, average economic development incentives in the United States roughly tripled. But the big increase was in the 1990s. From 2001 to the present, average incentive offers in the U.S. were roughly stable.

The Amazon competition could reignite tax incentive competition. But such incentives are often not the most cost-effective way of creating local jobs. Most estimates suggest that the typical incentive offer tips location decisions for less than 15% of incented firms. Tax incentives are not large compared to cost variations across local areas due to such factors as labor skills. In addition, because businesses heavily discount the future, the incentive provided 10 years from now does not much affect business location decisions. But that tax incentive does potentially undermine future funding for public schools or universities, which can do more to help promote higher local earnings per capita.

I suspect the winning city will largely be chosen based upon whether it offers Amazon the land and labor it needs to be productive – and these land and labor factors were prominently mentioned by Amazon in its *RFP for Headquarters II*. But despite this, media reports suggest that some cities and states have offered Amazon incentives worth billions of dollars. If the winning bid does include very large long-term tax incentives, some policymakers will argue that this "success" rationalizes increased use of tax incentives in the future, for other businesses.

Cities Should Invest in Their Future Rather Than Compete to Give Away the Store

Angela Glover Blackwell is a Penn IUR Fellow. She is CEO of PolicyLink.

Amazon's competitive process for siting its second headquarters has led to a mad scramble by local governments craving new economic activity and a high-profile groundbreaking ceremony. But decades of experience indicates that when cities compete with each other to attract corporate facilities, it leads to a race to the bottom.

Expert analysis has shown that when competing against each other for site locations, cities regularly subsidize large facilities to the tune of over \$600,000 per job – an amount that cannot plausibly be paid back through new economic activity that the facilities generate. Cities simply can't negotiate reasonable subsidy and taxation arrangements when they're in competition with each other to provide a private company with the cushiest landing spot. In the competition, the importance of equity to the revitalization of cities gets lost. Resources gained too often fail to support the city's most vulnerable populations, the people of color whose numbers are growing and are an important workforce resource.

Instead of trying to outdo each other on tax cuts and other subsidies, cities should invest in strategies that will attract and sustain economic activity over the long-term, and that focus on training that opens up workforce opportunities widely. Amazon seeks circumstances that will appeal to highly-educated workers, the same resources that are sought by all community members: reasonable housing prices; a functional transit system; and public amenities that make a community a desirable place to live and work. These factors attract corporations and the people that run them. They can, however, best serve all residents and the local economy as well. Rather than entering into a short-term competition to see who can best give away the store, cities should act to successfully build equitable, sustainable, and broadly-shared economic and social opportunity for all.

The city that wins the competition for the next Amazon site headquarters may end up losing, as a large new development arrives without paying the taxes and fees that support the increased need for public services. The real winners will be the cities that invest in a shared future for all residents, one defined by equity—just and fair inclusion into a society in which all can participate, prosper, and achieve their full potential.

Amazon's Big Mistake

Richard Florida is a Penn IUR Scholar. He is University Professor and Director of Cities at the University of Toronto's Martin Prosperity Institute; Distinguished Visiting Fellow at NYU's Shack Institute of Real Estate; and the co-founder and editor-at-large of *The Atlantic's City-Lab*. He is author of *The Rise of the Creative Class*, and most recently of *The New Urban Crisis*.

Amazon's bid to build a second headquarters may seem like one of the biggest opportunities for cities in recent memory. But from where I sit the entire thing is a big mistake.

A backlash is already brewing. An auction that pits more than 200 cities against each other in a bidding war makes no sense for anyone. Even the proverbial winner is likely to feel taken, when Amazon extracts millions upon millions in tax incentives. (Amazon already hauls in a bundle from states and cities. Last year alone, it raked in more than a billion dollars in such giveaways).

As any economic developer knows, the entire process is a ruse. There are very few places that can actually house a new headquarters with 50,000 people. And Amazon probably knows exactly where it will go already.

When I got into this in a speech to an international conference of economic developers this summer, the room burst into applause.

It is in Amazon's interest to dump the fake competition and take a higher road. The company should issue an "Amazon Pledge" that it will not accept any tax or financial incentives, but invest alongside cities to create better jobs, build more affordable housing, and develop better schools, transit, and other badly needed public goods, along with paying its fair share of taxes. This goes not just for the city where its new headquarters will be built, but for the countless localities across the U.S. and the world where Amazon has distribution centers, offices, and other facilities. Whatever Amazon gives up in tax and financial incentives is peanuts compared to what it will gain in terms of bolstering its brand with cities, politicians, and its customers.

Let's Keep the Momentum Going

Amy Gutmann is the 8th President of the University of Pennsylvania, serving since 2004. She is also Christopher H. Browne Distinguished Professor of Political Science in the School of Arts and Sciences and Professor of Communication in the Annenberg School for Communication.

There is nothing quite like a clear assignment with a drop-dead deadline to focus minds and promote collaboration, innovation, and success. When a city is presented with such an opportunity it changes the mindset from 'What if? –' to 'How do we? –.' This crucial shift in focus makes an enormous difference. The Amazon Request for Proposals set out specific criteria including the need to start with at least 500,000 square feet of building space in 2019, moving to as much as 8 million square feet within eight years, plus fiber communications connectivity and airport, highway, and related transportation needs. The best way—and only effective way—to respond to this challenge is to bring together expertise from across the city's many diverse constituencies, point them in the right direction, encourage them to think big, and set them loose to deliver a great plan. What a liberating experience. This was an electrifying collaboration across the whole Philadelphia community—business, higher education and other key non-profits, government, and the widest range of citizens.

Philadelphia Mayor Jim Kenney told a packed crowd at the October unveiling of the city's proposal that he had never been more proud of our city and our region. I agree. The ambition of this effort and the positive collective energy it has brought forth are an unquestionable win for Philadelphia. Let's keep the momentum going!

For additional essays by other urban experts see <http://penniur.upenn.edu/publications/the-5-billion-question-will-cities-win-or-lose-in-the-bid-for-amazon/>:

All Cities Can Win—If They Take the Opportunity to Rethink Economic Growth, Amy Liu.

A Way for All Cities to Win: Make the Proposals Available for Public View, Mark Strauss.

An Opportunity for Cities to Consider What They Need to Attract Capital Investment, Tom Wright.

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The Winning City May Also Be the Loser

Arthur C. Nelson is a Penn IUR Scholar. He is Professor of Urban Planning and Real Estate Development at the University of Arizona and a Presidential Professor Emeritus of City & Metropolitan Planning at the University of Utah.

And the winner is [name your city here], but the loser is [name the same city here].

This century's (or millennium's?) biggest prize is landing Jeff Bezos' Amazon HQ2. In case you're the last person on the planet who does not know, Amazon will select a North American city as its second headquarters. It will invest billions to hire 50,000+ highly paid workers who will occupy 5+ million square feet probably in a downtown setting like it has in Amazon City (aka Seattle).

Bezos has not become a hundred billionaire by being charitable. If anything, he's as hard-nosed a corporate executive as America has seen. So when he says he won't be bribed into selecting a city, I don't buy it.

Amazon says all metros of 1+ million are eligible. Not a chance. The economic multipliers suggest that 150,000 new workers will be tied to Amazon which really means about 250,000 people which means about 100,000 new homes — in 5 years. Only metro areas of 4+ million are nimble enough to absorb this shock especially in and near downtown.

Moreover, Amazon is the galaxy's biggest distribution operation. Though its distribution logistics can be handled anywhere, there's no substitute for being close to your shipping apparatus. And where is America's biggest shipping center? Probably Atlanta. It has the nation's busiest airport, among three of the nation's most important freeways run through its downtown, it remains one of the nation's most important rail hubs (Atlanta used to be called Terminus), and it serves the continent's largest market area within 1,000 miles (2 of 3 Americans). But I am not a betting man because Bezos will take the best offer that increases his wealth (without being bribed).

One thing is certain: Bezos will select a downtown where his uniquely branded workforce will be happiest. That may not be Atlanta but rather Philadelphia or Toronto or such. The winner's downtown will be transformed even if it is already vibrant. There will be a huge price to pay, however, in strained transit, demand for higher quality infrastructure, price pressure on housing, and stress on local institutions. Maybe it's good stress. But if the price to pay Bezos exceeds the resources Bezos generates that can be used to manage the stress, the winning city may also be the loser.

The Amazon Sweepstakes

*Jeremy Nowak is a Penn IUR Fellow and Advisory Board Member. He is co-author with Bruce Katz, of *The New Localism: How Cities Can Thrive in the Age of Populism*.*

The Amazon request for proposals for a second headquarters has had a negative and positive impact for economic development practice.

For several decades the best thinking in economic development emphasized the importance of the basics: work force quality, an entrepreneurial eco-system, access to cutting-edge research, a business-friendly environment, and quality public amenities. While public agencies continue to offer subsidies to bring companies to their community, organic growth is preferable. To the extent that the Amazon sweepstakes creates a new wave of company chasing, it has a negative influence.

On the positive side, the Amazon request for proposals forced communities to analyze their economic and social value. Some of the civic and government activity used to put together the proposals emphasized using the analysis as a forward looking useful diagnostic. Communities that take this seriously will benefit and hence the sweepstakes will have a positive impact.

Finally, the entire process has become a celebrity event, like LeBron James making an announcement regarding what team he will join. The contest is performance art as much as economic development. Policy analysts and bookmakers have merged in their importance and frankly I find bookmaker odds more believable. Years after the announcement is made, the meaning of the event will be explored more for its cultural meaning than for its economic impact.

The Path to Innovation in Philadelphia

Frederick Steiner is a Penn IUR Faculty Fellow. He is Dean and Paley Professor at the University of Pennsylvania School of Design. The author, editor, or co-editor of 18 books, he has served as dean of the University of Texas School of Architecture and taught at Arizona State University, Washington State University, and the University of Colorado at Denver.

The prospect of Amazon's HQ2 in Philadelphia has energized our region's business, education, and civic leaders. I share their enthusiasm; Amazon would be a great boon to this city. Still, the trajectory of Philadelphia's future does not rest on Amazon's decision. Even if Philadelphia loses its bid to house HQ2, the city should build on the momentum and communal energy that the bid process has generated.

Whether it wins or loses Amazon's competition, Philadelphia needs to keep driving forward as to become a leader in innovation. I have in mind, for instance, a new venture whose social impact could far exceed Amazon's: the launch of a design innovation lab. Its mission would go beyond e-commerce and entertainment media to the development and application of materials and technologies known and as-yet-unknown. Such a facility could revolutionize not just the way we design supply chains, warehouses, and delivery systems, but also how we design and manufacture products; build our homes, schools, churches, and offices; and deliver improved outcomes in education and healthcare.

At Penn, we have the seedbank for such an entity. In the School of Design, we have established research centers and world-renowned faculty devoted to building performance, energy policy, urbanization and ecology, conservation, robotics, transportation, geographic information systems, urban spatial analytics, and the design of interrogative objects. We have a unit dedicated to bridging the academic and professional communities, PennPraxis. We are engaged in numerous cross-disciplinary projects with far-reaching implications. And Penovation Works, the University's new campus in the Gray's Ferry neighborhood of South Philadelphia, provides an ideal location for building synergies among many Penn schools — especially engineering, business, and medicine — and Philadelphia's many other institutions of higher education.

From climate change to social justice, and a host of other urgent challenges facing Americans, Philadelphia has a historic opportunity to continue growing its innovation assets and lead the way forward — with or without Amazon.

A Huge Win for a Lucky City

Mark Zandi is a Penn IUR Fellow. He is chief economist of Moody's Analytics, where he directs economic research.

And the winner is...

Some very lucky city will hear these words this year when online mega-retailer Amazon announces where it plans to put its second headquarters. Amazon says it has outgrown its Seattle HQ, and will pick a new city for "HQ2," which will eventually employ up to 50,000 highly-skilled and -paid workers.

Amazon's decision will be transformational for that city, and not only because of the tens of thousands of good new jobs and billions of dollars in investment. Amazon's presence is sure to be the catalyst for growth in other high-flying, innovate companies. Their workforce is young, highly educated and focused on a range of activities, some of which are sure to be fountains of future growth. This includes everything from logistics to cloud computing, to big data analysis, to drones, to... These are still buzzwords in many companies; not in Amazon.

It is thus no surprise that hundreds of localities from New York City to Gary, Indiana have made their case for HQ2. Hard to imagine so many places working so hard to be chosen, unless they were convinced it would catapult their economy forward.

There will be growing pains, to be sure. House prices and other living costs will rise, making it more expensive for existing residents, and traffic congestion will be more of a problem. Other businesses that will compete with Amazon for talented workers may also be at a disadvantage.

But these are minor problems in the grand scheme. Getting Amazon HQ2 will be a *huge* win for whichever city wins it.

Penn Faculty and Staff: Family Nights with Penn Basketball

It may be cold outside, but the Palestra will heat up in February and March when Penn Men's and Women's basketball teams take the court on Penn Faculty and Staff Family Nights with Penn Basketball.

The Division of Human Resources and Penn Athletics invite benefits-eligible faculty and staff to cheer on the teams and enjoy Family Night ticket and concession discounts. On *Friday, February 2* the *Penn Men's Basketball vs. Brown* game is at 7 p.m. The Penn Women's team will go up against Yale on *Friday, March 2* at 7 p.m. Family Night ticket prices for *Men's Basketball vs Brown* are \$6.50 each for adults and youth. Tickets for *Women's Basketball vs Yale* are \$3.50 each for adults and youth.

Family Night tickets include discounted game admission compliments of Penn Athletics and a \$5 concession coupon redeemable for food and beverage compliments of Human Resources. Eligible faculty and staff can purchase a maximum of four discounted tickets.

Order tickets online at www.hr.upenn.edu/familynights or at the Penn Athletics Ticket Office located at Weightman Hall, 235 S. 33rd Street between Walnut and Spruce Streets. Tickets will be on sale until tomorrow, January 31 for the Men's game and until February 26 for the Women's game.

To get your \$5 complimentary concession coupon(s), present your game ticket and your Faculty/Staff PennCard to the Human Resources table outside the entrance to Section 208 the night of the game. A Human Resources representative will give you one coupon per ticket for up to four tickets. Pickup will close at the end of the first quarter. *Go Quakers!*

One Step Ahead

Security & Privacy
Made Simple

Another tip in a series provided by the
Offices of Information Systems & Computing
and Audit, Compliance & Privacy

February: Data Privacy Month!

Data Privacy Day is January 28, and kicks off Data Privacy Month—February.

Now is an excellent time to recognize Data Privacy Month in ways that are both practical and impactful. Some ways you can do this are:

- *Take steps to protect yourself from Identity Theft:* The Privacy Office offers tips on how to avoid becoming a victim of identity theft. Visit the Privacy website for more details at <http://www.upenn.edu/oacp/privacy/yourdata/identity-theft.html>

- *Practice safe computing:* Computers at Penn come in all shapes and sizes. Whether you're running a "classic" desktop tower, a laptop, Windows, Mac OS X, or Linux, there are a number of basic security concepts that you should adopt to protect your data, along with every other computing asset on Penn's network. Check out these Desktop Security 101 tips and share as appropriate: <https://www.isc.upenn.edu/security/aware/desktop>

- *Don't keep unnecessary data:* Too often we read about data breaches that were avoidable because the data stolen was being kept by an institution unnecessarily. So, securely delete confidential information that is no longer needed for teaching, research, service, operations or any other Penn-related function. To destroy sensitive physical files, use a shredder to ensure the information cannot be accessed by others. Use software such as Identity Finder to detect and properly dispose of electronic files containing sensitive information. Before securely deleting information, make sure that this is permissible according to Penn Guidance. For more information about eliminating unnecessary data, see: <http://www.upenn.edu/oacp/privacy/penndata/>

- *Host a Records Clean Up Day:* Data Privacy Month is a great time of year to think about planning a Records Clean Up Day. Ask your Department, School, or Center leadership to designate one day out of the year to cleaning and organizing your offices and work areas. Here are some tools to help you plan: <http://www.upenn.edu/oacp/privacy/penndata/host-a-records-clean-up-day.html>

For additional tips, see the One Step Ahead link on the Information Security website: www.upenn.edu/computing/security/

Penn Museum's Year of the Dog Photo Contest: and the Winners are . . .

The nine finalists in the Penn Museum's #YearOfTheDog Photo Contest were on display at the Museum during their Chinese New Year Celebration; attendees got to vote on their favorite photos, then the Museum counted the votes and announced the winner. They received more than 100 submissions, featuring dogs of all shapes, sizes, and breeds. The Museum featured each submission in a slideshow at Saturday's Celebration. To view all the submissions go to penn.museum/contest

These finalists were chosen by Philly Instagram phenom Albert Lee (@urphillypal). His comments on each of the finalists are shown below.

- *Top left:* Inky Christianson, "A dog sitting on a carpet with her own face on it may be the most meta thing I've ever seen."

- *Top middle:* Pepper the Therapy Dog, "This contest is to celebrate Chinese New Year, after all."

- *Top right:* Oliver Biden, "When your photo doesn't need a caption to describe the feelings in the picture, it's perfect."

- *Center left:* Armani, "I'm a sucker for great dog portraits."

- *Center middle:* Kygo, "What's not to LOVE?" *First Prize Winner! Won a free, one-year Household Membership to the Penn Museum for his human.*

- *Center right:* Doxie, "Parlez-vous français?" *Third Prize winner won a \$20 gift certificate to the Penn Museum Shop.*

- *Bottom left:* Axl, "Ben Franklin makes any photo better."

- *Bottom middle:* Larry the bulldog, "It's not the new year until it's Chinese New Year!" *Second Prize winner won a \$25 gift certificate to the Pepper Mill Café.*

- *Bottom right:* Bailey the shihpoo, "Bailey is all of us...."





Mark Morris Dance Group and Music Ensemble

As the Annenberg Center's inaugural Artist-in-Residence, Mark Morris' preeminent modern dance company makes a triumphant return to Philadelphia after 14 years with *Dances to American Music*, a program set to works by American composers. Featuring a wide range of music and dance styles in the Philadelphia premiere of *Pacific and Mosaic and United* as well as returning works *Three Preludes* and *Grand Duo*, this troupe will impress with its stunning combination of exceptional dancers, beautifully sophisticated choreography and live music. There will be two evening shows: February 9 and 10, both at 8 p.m., as well as a show for school children on February 9.

Buy tickets for the *Mark Morris Dance Group* and get free tickets to one of Morris' handpicked American musical films. (No promo code necessary. Simply add the show and film tickets to your cart for pricing to adjust.) <https://tinyurl.com/y7rnkpqn>

American Musical Film Series: Mark Morris handpicked four musical films to be screened weekly, each showcasing a variety of dance, music style and dramatic situation: February 7: *The Blue Bird* (1940); February 14: *Love Me Tonight* (1932); February 21: *The 5,000 Fingers of Dr. T* (1953); February 28: *Hallelujah, I'm a Bum* (1933).

As part of the Artist-in-Residence program, Annenberg Center is presenting the Philadelphia Dance for PD® Symposium on Saturday, February 10. The symposium will feature a workshop, class, film screening and performance, all dedicated to exploring the Mark Morris Dance Group's acclaimed Dance for PD® program and the impact of dance, music and community on the lives of people with Parkinson's disease.

Space is limited, register early, <https://tinyurl.com/yahvqtw6> (If you registered and are unable to attend, please call the Annenberg Center Box Office at (215) 898-3900 so your spot can be given to another participant.)

Update

January AT PENN

READINGS AND SIGNINGS

30 *A Poetry Reading by Sarah Dowling*; visiting poet-scholar series; 6:30 p.m.; Arts Cafe (Kelly Writers House).

31 *Shifting the Gaze: Women in Music*; event series founded by Amanda Silberling, C'18; 6 p.m.; Arts Cafe (Kelly Writers House).

AT PENN Deadlines

The February AT PENN calendar is now online, and the January AT PENN is also still available. The deadline for the March AT PENN is *February 13*.

PPSA

Chats with Jack in 2018

Penn Professional Staff Assembly (PPSA) and Jack Heuer, Vice President of Human Resources, are continuing the *Chats with Jack* program for monthly-paid employees.

Three to four staff members are invited to meet with the vice president and a PPSA Tri-Chair to further lines of communication and foster open dialogue. If interested, register for the chance to participate in this program: <http://tinyurl.com/yb6xonw7>

Participants are chosen randomly each month. The program was piloted in late fall 2015 and early 2016. *Chats with Jack* is a small group discussions platform, which began in March 2016. For further information, contact PPSA at ppsas@lists.upenn.edu

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The University of Pennsylvania's journal of record, opinion and news is published Tuesdays during the academic year, and as needed during summer and holiday breaks. Its electronic editions on the Internet (accessible through the Penn website) include HTML, Acrobat and mobile versions of the print edition, and interim information may be posted in electronic-only form. Guidelines for readers and contributors are available on request and online.

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The University of Pennsylvania Police Department Community Crime Report

About the Crime Report: Below are the Crimes Against Persons or Crimes Against Society from the campus report for **January 15-21, 2018**. Also reported were 11 crimes against property (11 thefts). Full reports are available at: <https://almanac.upenn.edu/sections/crimes> Prior weeks' reports are also online. —Eds.

This summary is prepared by the Division of Public Safety and includes all criminal incidents reported and made known to the University Police Department between the dates of **January 15-21, 2018**. The University Police actively patrol from Market St to Baltimore Avenue and from the Schuylkill River to 43rd St in conjunction with the Philadelphia Police. In this effort to provide you with a thorough and accurate report on public safety concerns, we hope that your increased awareness will lessen the opportunity for crime. For any concerns or suggestions regarding this report, please call the Division of Public Safety at (215) 898-4482.

1/16/2018	3:23 AM	3604 Chestnut St	Complainant slapped by offender
1/17/2018	3:01 PM	3700 Spruce St	Bitcoins taken from account
1/17/2018	7:32 PM	4042-4044 Chestnut St	Unauthorized charge made to checking account
1/18/2018	3:36 AM	51 N. 39th St	Offender punched complainant
1/19/2018	12:22 AM	3565 Sansom St	Complainant assaulted by known offender
1/19/2018	12:53 AM	119 S. 39th St	Offender arrested for underage drinking
1/19/2018	12:53 AM	119 S. 39th St	Offenders arrested for underage drinking
1/21/2018	12:20 AM	3900 Spruce St	Intoxicated male/Arrest

18th District

Below are the Crimes Against Persons from the 18th District: 9 incidents (5 assaults, 2 robberies, and 2 domestic assaults) were reported between **January 15-21, 2018** by the 18th District covering the Schuylkill River to 49th Street & Market Street to Woodland Avenue.

1/15/2018	10:18 PM	N. 40th and Market St	Domestic Assault
1/16/2018	4:41 AM	3604 Chestnut St	Assault
1/16/2018	4:56 PM	4300 Blk of Chestnut St	Assault/Arrest
1/16/2018	6:46 PM	S. 48th and Walnut St	Robbery
1/17/2018	9:29 PM	3401 Civic Center Blvd	Assault
1/18/2018	7:45 PM	4314 Locust St	Assault
1/19/2018	4:55 AM	3565 Sansom St	Assault
1/20/2018	2:54 PM	4500 Blk of Market St	Robbery
1/20/2018	10:03 PM	4516 Baltimore Ave	Domestic Assault

Weekly Fish Consumption Linked to Better Sleep, Higher IQ, Penn Study Finds

Children who eat fish at least once a week sleep better and have IQ scores that are four points higher, on average, than those who consume fish less frequently or not at all, according to new findings from the University of Pennsylvania published in *Scientific Reports*, a *Nature* journal.

Previous studies showed a relationship between omega-3s, the fatty acids in many types of fish, and improved intelligence, as well as omega-3s and better sleep. But they've never all been connected before. This work, conducted by the School of Nursing's Jianghong Liu, Jennifer Pinto-Martin, Alexandra Hanlon and Penn Integrates Knowledge Professor Adrian Raine, reveals sleep as a possible mediating pathway, the potential missing link between fish and intelligence.

"This area of research is not well-developed. It's emerging," said Dr. Liu, lead author and an associate professor of nursing and public health. "Here we look at omega-3s coming from our food instead of from supplements."

For the work, a cohort of 541 9- to 11-year-olds in China, 54 percent boys and 46 percent girls, completed a questionnaire about how often they consumed fish in the past month, with options ranging from "never" to "at least once per week." They also took the Chinese version of an IQ test called the *Wechsler Intelligence Scale for Children Revised*, which examines verbal and non-verbal skills such as vocabulary and coding.

Their parents then answered questions about sleep quality using the standardized *Children Sleep Habits Questionnaire*, which included topics such as sleep duration and frequency of night waking or daytime sleepiness. The researchers controlled for demographic information, including parental education, occupation and marital status and number of children in the home.

Analyzing these data points, the Penn team found that children who reported eating fish weekly scored 4.8 points higher on the IQ exams than those who said they "seldom" or "never" consumed fish. Those whose meals sometimes included fish scored 3.3 points higher. In addition, increased fish consumption was associated with fewer disturbances of sleep, which the researchers say indicates better overall sleep quality.

"Lack of sleep is associated with antisocial behavior; poor cognition is associated with antisocial behavior," said Dr. Raine, who has appointments in SAS and Penn's Perelman School of Medicine. "We have found that omega-3 supplements reduce antisocial behavior, so it's not too surprising that fish is behind this."

Dr. Pinto-Martin, who is executive director of Penn's Center for Public Health Initiatives, as well as the Viola MacInnes/Independence Professor of Nursing and a professor of epidemiology in Penn Medicine, sees strong potential for the implications of this research.

"It adds to the growing body of evidence showing that fish consumption has really positive health benefits and should be something more heavily advertised and promoted," she said. "Children should be introduced to it early on." That could be as young as 10 months, as long as the fish has no bones and has been finely chopped, but should start by around age two.

Understanding Emotional Responses to Traumatic Injury Key to Public Health Planning and Treatment

Injuries are a major public health problem in the United States, accounting for nearly 60 percent of all deaths among Americans between the ages of 1 and 44. Survivors of traumatic injuries often face significant physical and mental health challenges, including depression and post-traumatic stress disorder.

Because black men in the U.S. are disproportionately affected by traumatic injuries, they merit focused attention on the mental health effects of trauma and how those effects may vary by the intentionality of the injury. A study from Penn's School of Nursing explored the emotional responses of urban black men after acute traumatic injury within the context of injury intentionality (e.g., gun violence and assault vs. falls and motor vehicle accidents).

"Understanding emotional responses to intentional and unintentional injuries can help inform and improve public health planning and treatment efforts for individuals who experience emotional responses after injury that are concerning or problematic," explains principal investigator Therese S. Richmond, the Andrea B. Laporte Professor of Nursing and Associate Dean for Research & Innovation at Penn Nursing. The research will be published in a future edition of the journal *Injury*.

This study shows that regardless of intent, these men experience emotional responses including nightmares, avoiding places or people that remind them of the injury, feeling jumpy, depressed and angry, and worry about their recovery. The primary finding was that emotional responses to traumatic injuries can differ by injury intentionality among urban black men, with those who are intentionally injured experiencing heightened feelings of fear and distrust of other people's intentions after their injuries. Survivors of intentional injuries who experience social withdrawal due to distrust of others may not receive adequate social support or weaken already fragile support, the study found.

Americans Are Getting More ZZZZs

Although more than one in three Americans still don't get enough sleep, a new analysis shows first signs of success in the fight for more shut eye. According to data from 181,335 respondents aged 15 and older who participated in the American Time Use Survey (ATUS) between 2003 and 2016, most Americans averaged an extra 7.5 hours of sleep each year over the 14-year period. The study, by researchers at the Perelman School of Medicine at the University of Pennsylvania, was published online this month in the journal *Sleep*.

The findings reveal that daily sleep duration increased by 1.4 minutes on weekdays and 0.8 minutes on weekends per year. This may not seem like substantial progress. However, over the 14-year period it translates to 17.3 minutes more sleep each night, or 4.4 full days more sleep each year. This is the first study to show that sleep duration has increased among broad segments of the population (students 15 and older, people who are employed and retirees). The increase in duration was mostly explained by respondents turning in earlier at night, and to a lesser degree by getting up later.

In addition to sleep, the ATUS covers all waking activities over a 24-hour period and thus allowed Penn researchers to investigate behaviors that could be responsible for the increase in sleep duration. Over the 14-year period, fewer respondents decided to read or watch TV prior to bed in the evening, two prominent activities that compete with sleep for time.

"This shows an increased willingness in parts of the population to give up pre-bed leisure activities to obtain more sleep," said the study's lead author, Mathias Basner, an associate professor of sleep and chronobiology in psychiatry. "Also, the data suggest that increasing opportunities to work, learn, bank, shop and perform administrative tasks online and from home freed up extra time, and some of it was likely used to get more sleep."

No significant sleep time trend was found for unemployed respondents or those not in the labor force, thus bringing attention to the difficulty of work/family balance and the finding that sometimes people sacrifice sleep to make the other two work. In earlier work, the Penn team identified time spent working as the #1 waking activity competing with sleep for time. Changes in time spent working were not found to play a substantial role in the increasing sleep time trend in this study, though.

The study also showed that the number of Google searches on the topic "sleep" has more than doubled and scientific publications on "short sleep" and its consequences has grown more than 10-fold from 2003 to 2016, and was highly correlated with the observed increase in sleep duration. Although the team says this does not prove causality, it gives hope that increasing awareness through reports of insufficient sleep and its consequences as well as campaigns to encourage healthy sleep – such as the 2013 National Healthy Sleep Awareness Project – may be working.

The dangers of short sleep are well documented. Earlier research by senior author David F. Dinges, chief of the division of Sleep and Chronobiology, showed that cognitive performance and vigilant attention decline quickly after being awake past 16 hours or if sleep is chronically curtailed, which increases the risk for errors and accidents. Additional studies have found associations between chronic short sleep and obesity, hypertension, diabetes, cardiovascular disease and declines in cognitive function.

Women with PD Less Likely than Men to Have Caregivers

Female Parkinson's disease patients are much less likely than male patients to have caregivers, despite the fact that caregivers report greater strain in caring for male patients. The findings come from a large study reported in *Neurology* by researchers at the Perelman School of Medicine at the University of Pennsylvania. According to the researchers, the disparity between female and male patients probably derives in part from the fact that women tend to outlive their most likely potential caregivers: their husbands.

"Care provided by family and friends to people with Parkinson's disease is an important source of support, and our findings show that women living with Parkinson's are less likely to receive this support than men," said study lead author Nabila Dahodwala, associate professor of neurology at Penn Medicine. "We need strategies to improve women's access to this support."

Dr. Dahodwala and colleagues' analysis was part of a larger study of Parkinson's patients, funded by the National Parkinson's Foundation (NPF), that has been ongoing since 2009 at Penn Medicine and 20 other centers in the U.S., Canada, the Netherlands and Israel. The analysis covered 7,209 patients enrolled during 2009-2014.

She and her colleagues are now following up with a study designed to identify more precisely the causes of sex disparities in caregiver support for Parkinson's patients, and to find ways to correct those disparities. "Our overall goal is to develop tailored interventions to support caregivers and, in particular, to design innovative programs to improve outcomes for women with Parkinson's disease," she said.