

The Moore/Sloan Data Science Environments: Advancing Data-Intensive Discovery

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Chesapeake Large Scale Analytics Conference

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<http://lazowska.cs.washington.edu/CLSAC.pdf>, pptx



UNIVERSITY of WASHINGTON
eScience Institute

Today

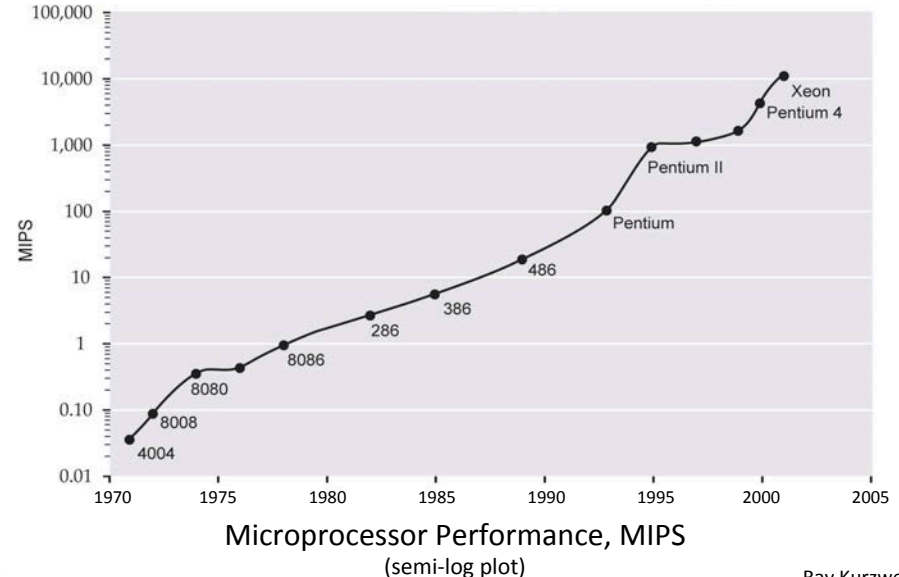
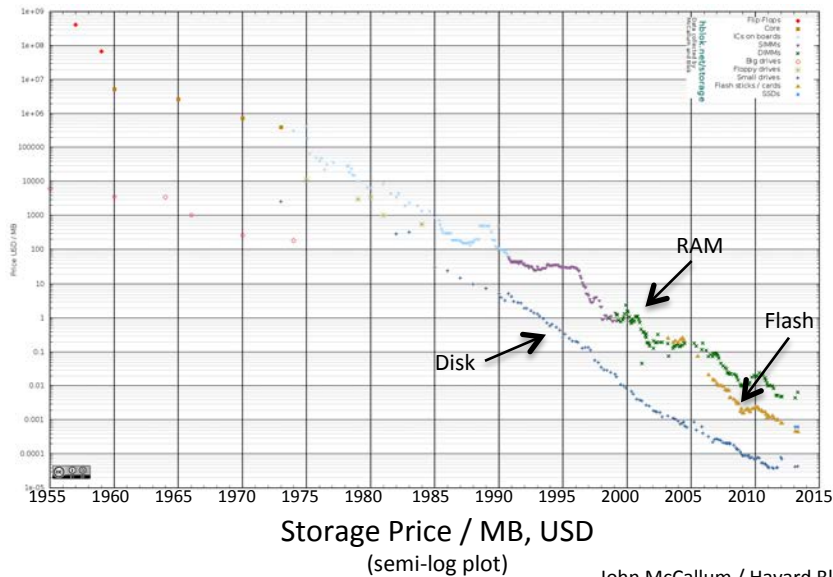
- A reminder of the extraordinary progress that Computer Science has achieved
- “Big Data” and “Smart Everything”
- Jim Gray’s “Fourth Paradigm”: smart discovery / data-intensive discovery / eScience
- The University of Washington eScience Institute, and the Moore/Sloan Data Science Environments
- A 21st century view of Computer Science
- Recommendations for the support of 21st century cyberinfrastructure

Every aspect of computing has experienced exponential improvement

- Processing capacity
- Storage capacity
- Network bandwidth
- Sensors
- Astonishingly, even algorithms in some cases!

You can exploit these improvements in two ways

- Constant capability at exponentially decreasing cost
- Exponentially increasing capability at constant cost



Today, these exponential improvements in technology and algorithms are enabling a “big data” revolution

- A proliferation of sensors
 - Think about the sensors on your phone
- More generally, the creation of almost all information in digital form
 - It doesn't need to be transcribed in order to be processed
- Dramatic cost reductions in storage
 - You can afford to keep all the data
- Dramatic increases in network bandwidth
 - You can move the data to where it's needed



- Dramatic cost reductions and scalability improvements in computation
 - With Amazon Web Services, 1000 computers for 1 day costs the same as 1 computer for 1000 days
- Dramatic algorithmic breakthroughs
 - Machine learning, data mining – fundamental advances in computer science and statistics
- Ever more powerful models producing ever-increasing volumes of data that must be analyzed



“Big Data” is enabling computer scientists to put the “smarts” into everything



- Smart homes
- Smart cars
- Smart health
- Smart robots
- Smart crowds and human-computer systems
- Smart education
- Smart interaction (virtual and augmented reality)
- Smart cities
- Smart discovery

Smart homes (the leaf nodes of the smart grid)



Shwetak Patel,
University of Washington
2011 MacArthur Fellow



ElectriSense

Determining Electrical Device usage with a Single Sensor

ElectriSense monitors EMI on the powerline to provide whole home device-level usage data using a single easy-to-deploy sensor.

Motivation

- Most modern consumer electronics use a Switched Mode Power Supply (SMPS) that generate Electro Magnetic Interference (EMI).
- SMPS based devices are becoming pervasive.
- Leverages existing infrastructure.

Event Detection & Feature Extraction

Applications

- Activity Inference
- Disaggregated Energy Feedback
- Smart Homes

Performance

Accuracy in % for device identification in seven homes

- 90% Overall Accuracy
- 95% Precision

Temporal Stability over 6 months



Smart cars

DARPA Grand Challenge



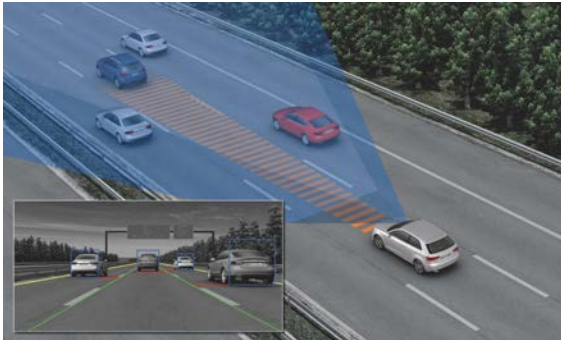
DARPA Urban Challenge



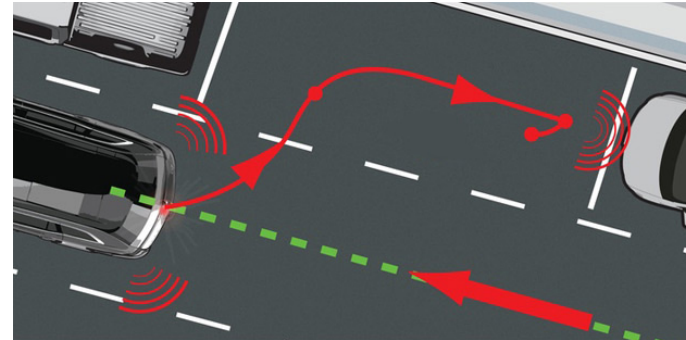
Google Self-Driving Car



Adaptive cruise control



Self-parking



Smart health



Larry Smarr – “quantified self”



Evidence-based medicine



P4 medicine



Smart robots



iRobot



rethink
robotics



Smart crowds and human-computer systems



Zoran Popovic
UW Computer Science & Engineering



David Baker
UW Biochemistry

The screenshot shows the Foldit website interface. At the top, there is a green header with the 'foldit BETA' logo and a ribbon icon, along with the text 'Solve Puzzles for Science' and a clock showing '02:59:51 GMT'. A navigation menu includes links for 'BLOG', 'GROUPS', 'PLAYERS', 'PUZZLES', 'RECIPES', 'FORUM', 'WIKI', 'FEEDBACK', and 'ABOUT'. The main content area features a large 3D protein structure puzzle with a central text box that says 'Click to learn how you contribute to science by playing Foldit.' Below this, there is a 'What's New' section with a 'Small Update' heading and a paragraph: 'We've posted a small update today, here's what's in it: Some stability fixes, particularly with crashes when canceling recipes. Improvements to scoring of sequence alignment. The scores of your existing alignments will change in the Sequence Alignment Tool due to this, but it won't affect your actual scores for the puzzles.' To the right of the main content, there are three sections: 'GET STARTED: DOWNLOAD' with buttons for 'Win Beta', 'Mac Beta', and 'Linux Beta'; 'RECOMMEND FOLDIT' with a text input field and a 'Send' button; and 'USER LOGIN' with fields for 'Username: *' and 'Password: *', a 'Log in' button, and links for 'Create new account', 'Request new password', and 'Sign in using Facebook' with a 'Connect with Facebook' button.



Zoran Popovic
UW Computer Science & Engineering

Smart education

Algebra Challenge

[Introduksjon](#)

[Organisering](#)

[Vanlige spørsmål](#)

[Blog](#)

[Kontakt](#)

[Statistikk](#)



En uforglemmelig matematikktime!

Fra 13. til 17. Januar 2014 ble en tilpasset versjon av DragonBox gjort gratis tilgjengelig for alle skoler i Norge. Les om hvordan det gikk her.

[Ressurser til hjelp](#)

[Ekstra-materiale](#)



[Kontakt oss](#)



Smart interaction



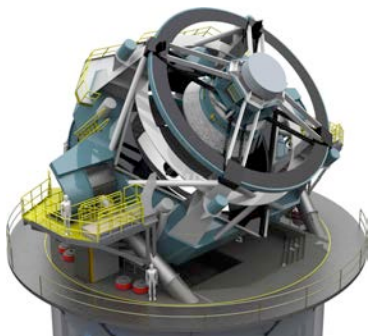
KINECT™
for  XBOX 360.

 Microsoft HoloLens

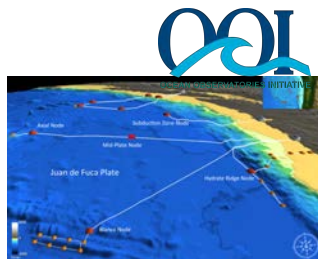


Smart discovery (data-intensive discovery, or eScience)

Nearly every field of discovery is transitioning from “data poor” to “data rich”



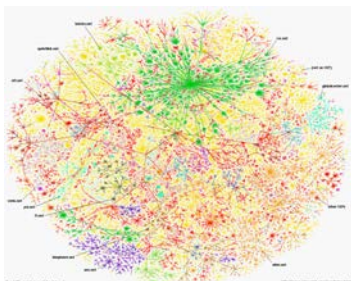
Astronomy: LSST



Oceanography: OOI



Physics: LHC



Sociology: The Web



Biology: Sequencing



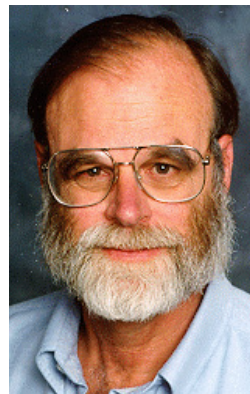
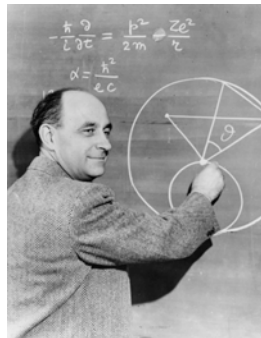
Economics: POS terminals



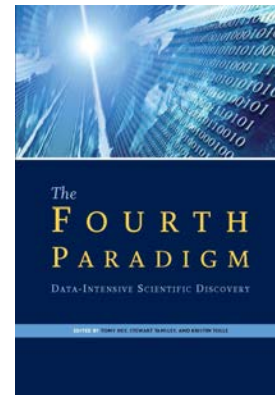
Neuroscience: EEG, fMRI

The Fourth Paradigm

1. Empirical + experimental
2. Theoretical
3. Computational
4. Data-Intensive



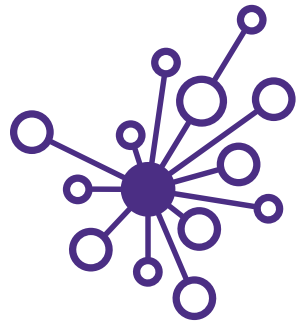
Jim Gray



Each augments, vs. supplants, its predecessors – “another arrow in the quiver”

UW eScience Institute

- *“All across our campus, the process of discovery will increasingly rely on researchers’ ability to extract knowledge from vast amounts of data... In order to remain at the forefront, UW must be a leader in advancing these techniques and technologies, and in making [them] accessible to researchers in the broadest imaginable range of fields.” (2007)*



UNIVERSITY of WASHINGTON

eScience Institute

ADVANCING DATA-INTENSIVE DISCOVERY IN ALL FIELDS

Major sources of support for our “core effort”

- University of Washington
 - \$725,000/year for staff support
 - \$600,000/year for faculty support
- National Science Foundation
 - \$2.8 million over 5 years for graduate program development and Ph.D. student funding (IGERT)
- Gordon and Betty Moore Foundation and Alfred P. Sloan Foundation
 - \$37.8 million over 5 years to UW, Berkeley, NYU
- Washington Research Foundation
 - \$9.3 million over 5 years for faculty recruiting packages, postdocs
 - Also \$7.1 million to the closely-aligned Institute for Neuroengineering



Genesis of the Moore/Sloan Data Science Environments project

- The Foundations have a focus on novel advances in the physical, life, environmental, and social sciences
- They recognized the emergence of data-intensive discovery as an important new approach that would lead to new advances
- They perceived a number of impediments to success
- They sought partners who were prepared to work together in a distributed collaborative experiment focused on tackling these impediments

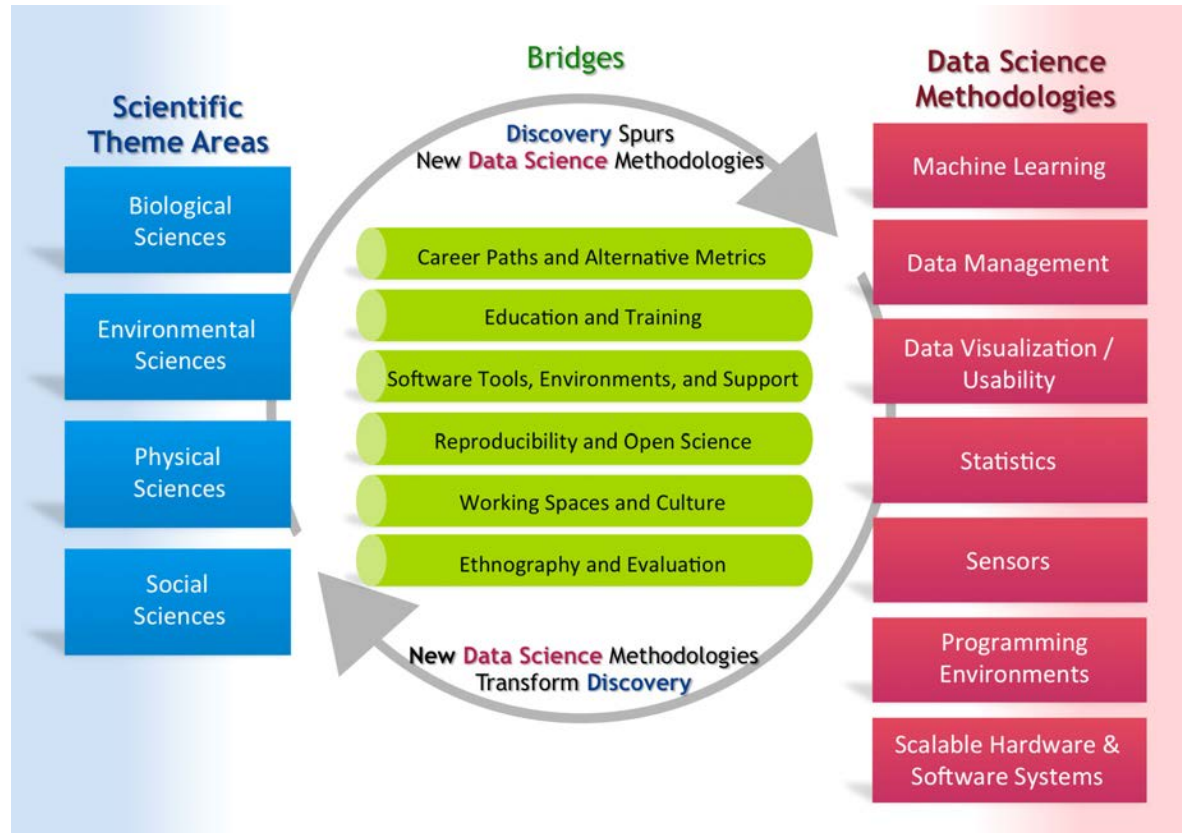


NYU

Berkeley
UNIVERSITY OF CALIFORNIA



Vision



UW's original core faculty team

Data science methodology



Cecilia Aragon
Human Centered
Design & Engr.



Magda Balazinska
Computer Science
& Engineering



Emily Fox
Statistics



Carlos Guestrin
CSE



Bill Howe
CSE



Jeff Heer
CSE



Ed Lazowska
CSE

Life sciences



David Beck
Chemical Engr.



Tom Daniel
Biology



Bill Noble
Genome Sciences

Environmental sciences



Ginger Armbrust
Oceanography



Randy LeVeque
Applied
Mathematics



Thomas Richardson
Statistics, CSSS

Social sciences



Josh Blumenstock
iSchool



Mark Ellis
Geography



Tyler McCormick
Sociology, CSSS

Physical sciences



Andy Connolly
Astronomy



John Vidale
Earth & Space Sciences



Werner Stuetzle
Statistics

UW's original core faculty team

Data science methodology



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Human Centered Design & Engr.



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Computer Science & Engineering



Emily Fox
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Carlos Guestrin
CSE



Bill Howe
CSE



Jeff Heer
CSE



Ed Lazowska
CSE

Life sciences



David Beck
Chemical Engr.



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Biology



Bill Noble
Genome Sciences



Ginger Arnott
Environmental Oceanography



Randy LeVeque
Applied Mathematics



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Social sciences



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Sociology, CSSS

Physical sciences



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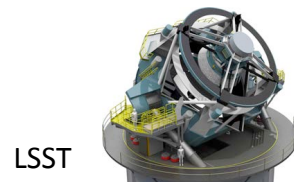
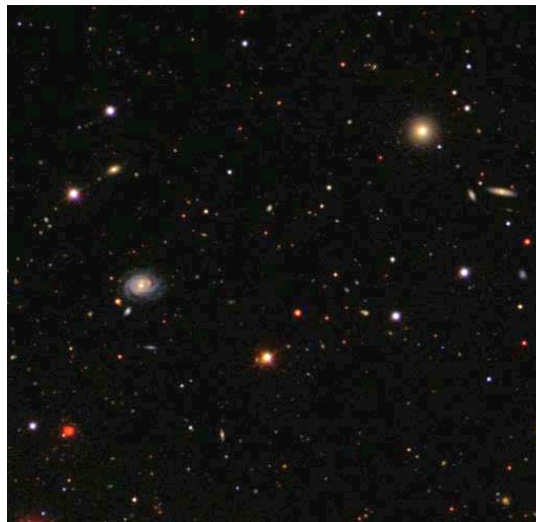
5 Schools / Colleges
13 Departments
Environmental sciences

Science example: AstroDB – Cosmology at Scale

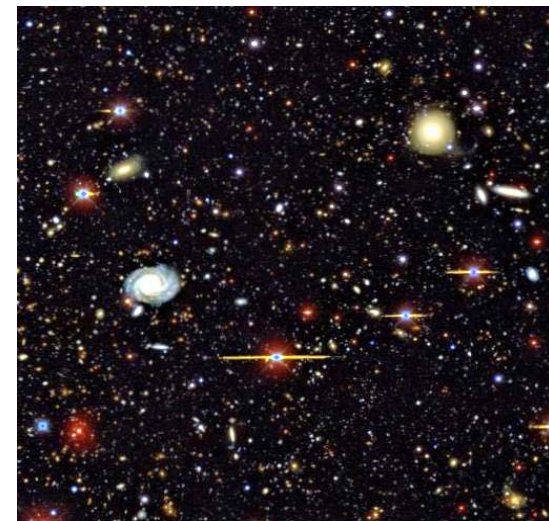
Andrew Connolly (Astronomy), Magda Balazinska (Computer Science & Engineering)

Large Synoptic Survey Telescope

- Survey half the sky every 3 nights (1000-fold increase in data vs. Sloan Digital Sky Survey)
- Enabled by a 3.2 Gigapixel camera with a 3.5 degree field
- 15 TB/night (100 PB over 10 years), 20 billion objects, and 20 trillion measurements
- Will enable dramatically improved resolution, time-series analysis



LSST



SDSS

How do we do science at petabyte scale?

Science questions ...

- Finding the unusual
 - Supernova, GRBs
 - Probes of Dark Energy
- Finding moving sources
 - Asteroids and comets
 - Origins of the solar system
- Mapping the Milky Way
 - Tidal streams
 - Probes of Dark Matter
- Measuring shapes of galaxies
 - Gravitational lensing
 - The nature of Dark Energy



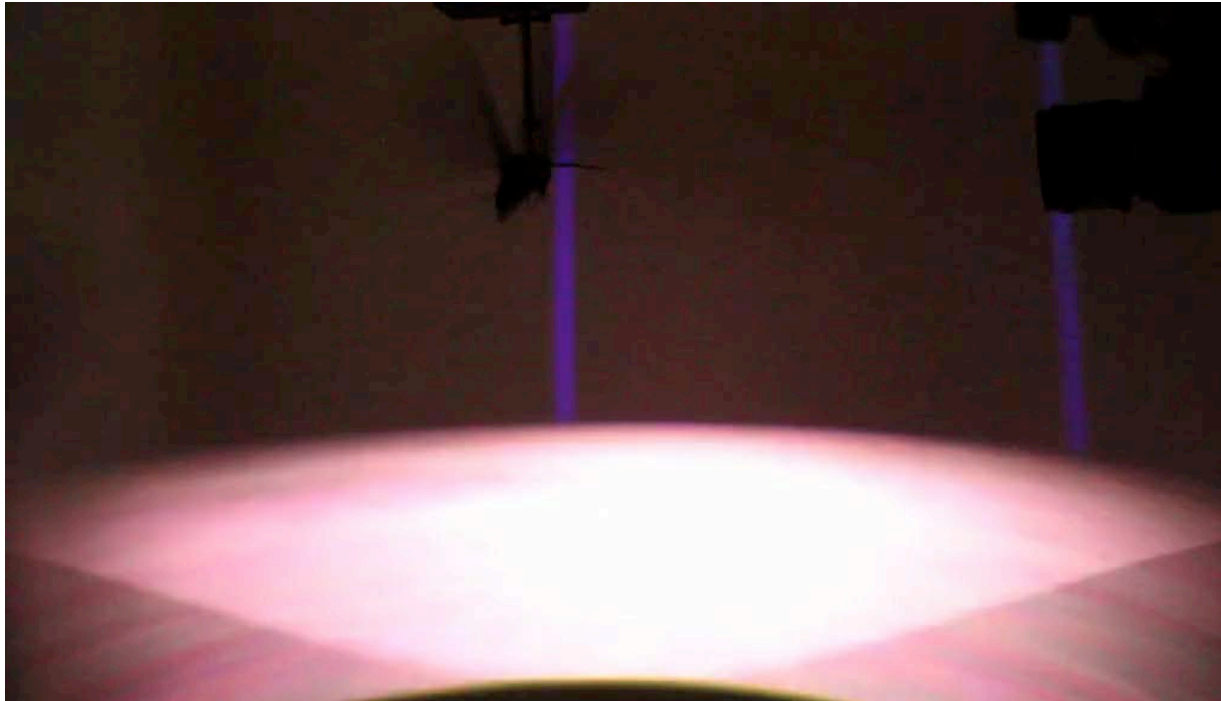
How do we do science at petabyte scale?

Science questions ... map to computational questions

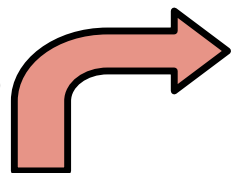
- Finding the unusual
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 - Probes of Dark Matter
 - Measuring shapes of galaxies
 - Gravitational lensing
 - The nature of Dark Energy
- Finding the unusual
 - Anomaly detection
 - Density estimations
 - Finding moving sources
 - Tracking algorithms
 - Kalman filters
 - Mapping the Milky Way
 - Clustering techniques
 - Correlation functions
 - Measuring shapes of galaxies
 - Image processing
 - Data intensive analysis

Science example: Devices + Neuroscience + Data Science

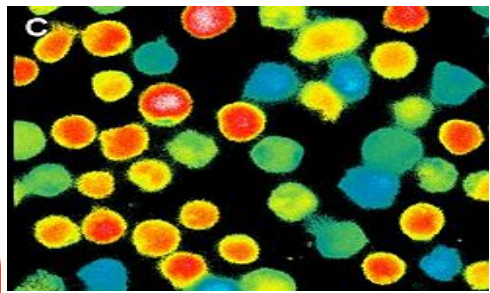
Tom Daniel & Bing Brunton (Biology), Adrienne Fairhall (Physiology & Biophysics)



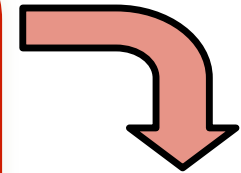
What features do animals extract to solve problems?



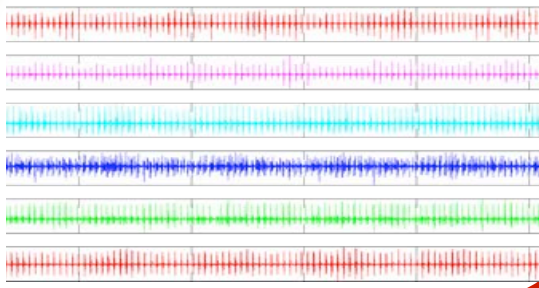
Neural activity



How is information synthesized to drive decisions?



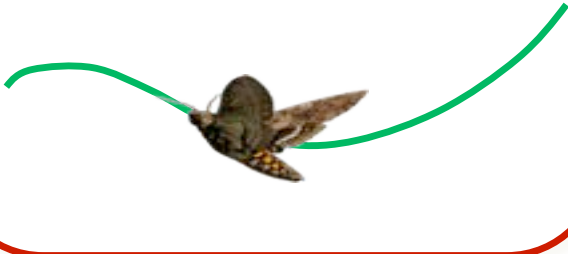
Motor activity



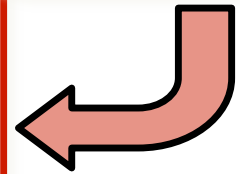
Complex environments



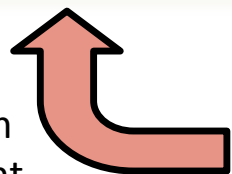
Behavioral output



How do muscles work together to perform actions?

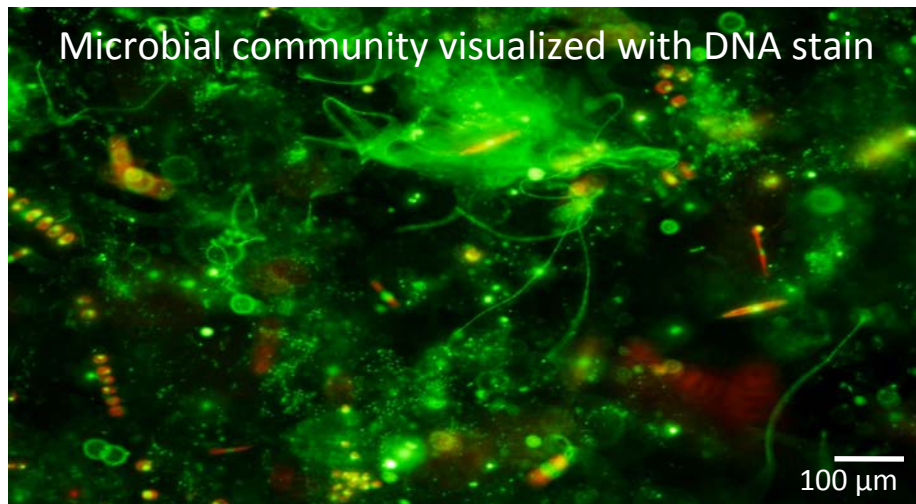


How does action affect subsequent sensation?



Science example: Role of microbes in marine ecosystems

Ginger Armbrust (Oceanography), Bill Howe (CSE + eScience Institute)





SQLShare: Database-as-a-Service for Science

[Try SQLShare](#) | [Tutorial](#) | [Publications](#) | [Developers](#) | [How to Cite SQLShare](#)

[Python API](#) | [R API](#) | [REST API](#)

SQLShare: Upload Data, Get Answers, Share Results

SQLShare is a database service aimed at removing the obstacles to using relational databases: installation, configuration, schema design, tuning, data ingest, and even application design. You simply upload your data and immediately start querying it.

Integrating across physics, biology, and chemistry

Query across data sets in real-time: “not just faster...different!”

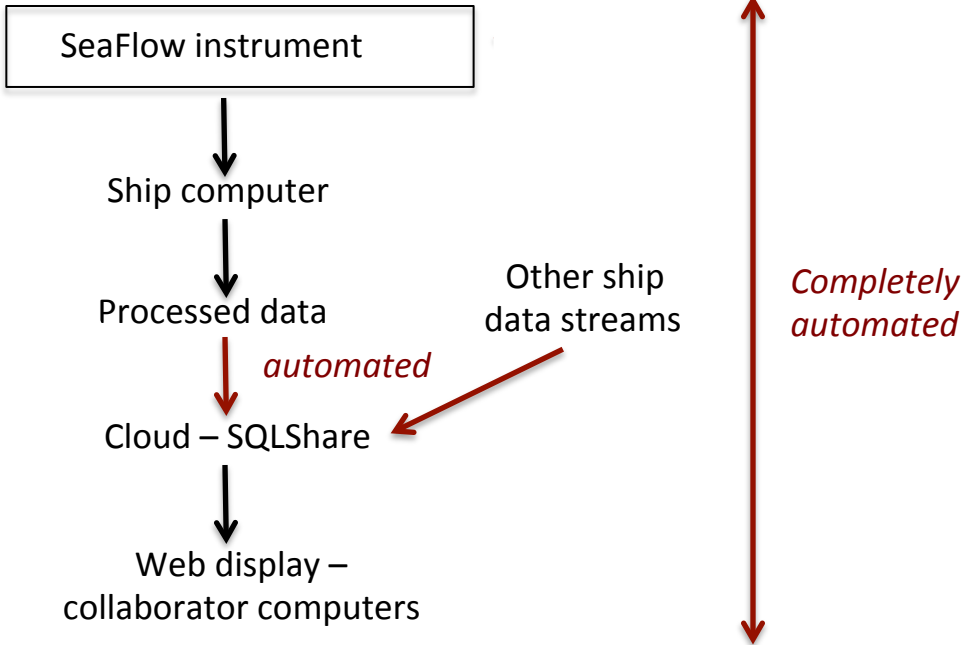


Dan Halperin,
Research Scientist, eScience Institute



Konstantin Weitz
Graduate student, CSE

Connecting across distributed labs



Science Example: Data Science for Social Good / Urban Science

Summer 2015

- 4 projects (from among 11 proposals):
 - Optimizing Paratransit Routing
 - In collaboration with King County Metro and UW's Taskar Center for Accessible Technology
 - Assessing Community Well-Being through Open Data & Social Media
 - In collaboration with Third Place Technologies
 - Open Sidewalks – Sidewalk Maps for Low-Mobility Citizens
 - In collaboration with UW's Taskar Center for Accessible Technology
 - Predictors of Permanent Housing for Homeless Families
 - In collaboration with the Bill & Melinda Gates Foundation, Building Changes, and King, Pierce, and Snohomish Counties WA
- 16 undergraduate and graduate students (from among 144 applicants)
- 6 ALVA socioeconomically disadvantaged high school students
- 8 eScience Institute Data Scientists



Predictors of Permanent Housing for Homeless Families

The Bill & Melinda Gates Foundation and Building Changes have partnered with King, Pierce, and Snohomish Counties WA to make homelessness in these counties rare, brief, and one-time

When homeless families engage in services and programs, what factors are most likely to lead to a successful exit?

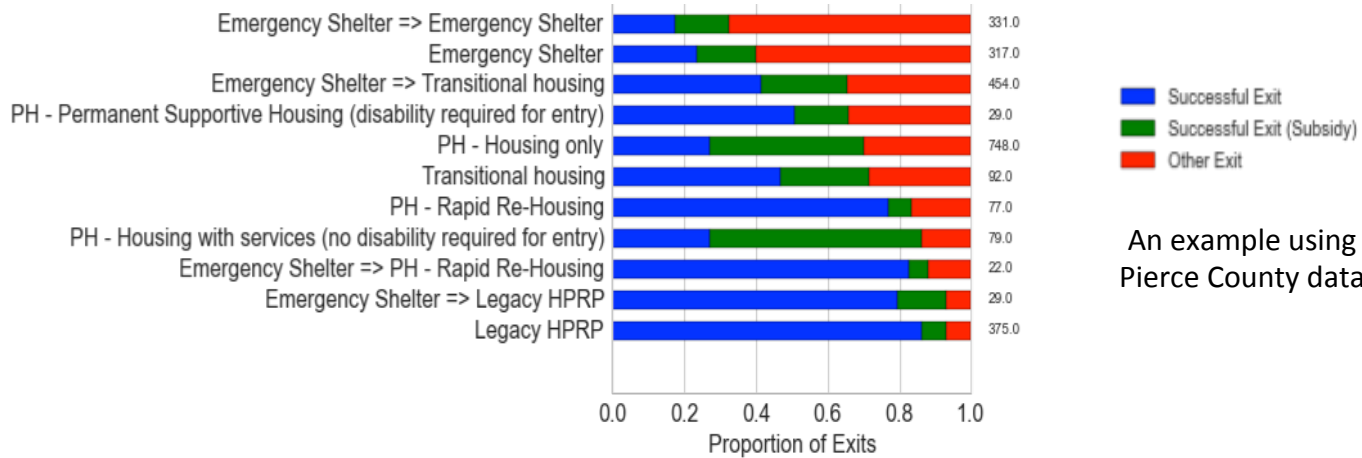
The DSSG team:

- Developed algorithms to identify “families”
- Developed algorithms to identify “episodes” of homelessness including back-to-back or overlapping enrollments in individual programs
- Devised innovative ways to visualize and analyze the ways families transition between programs



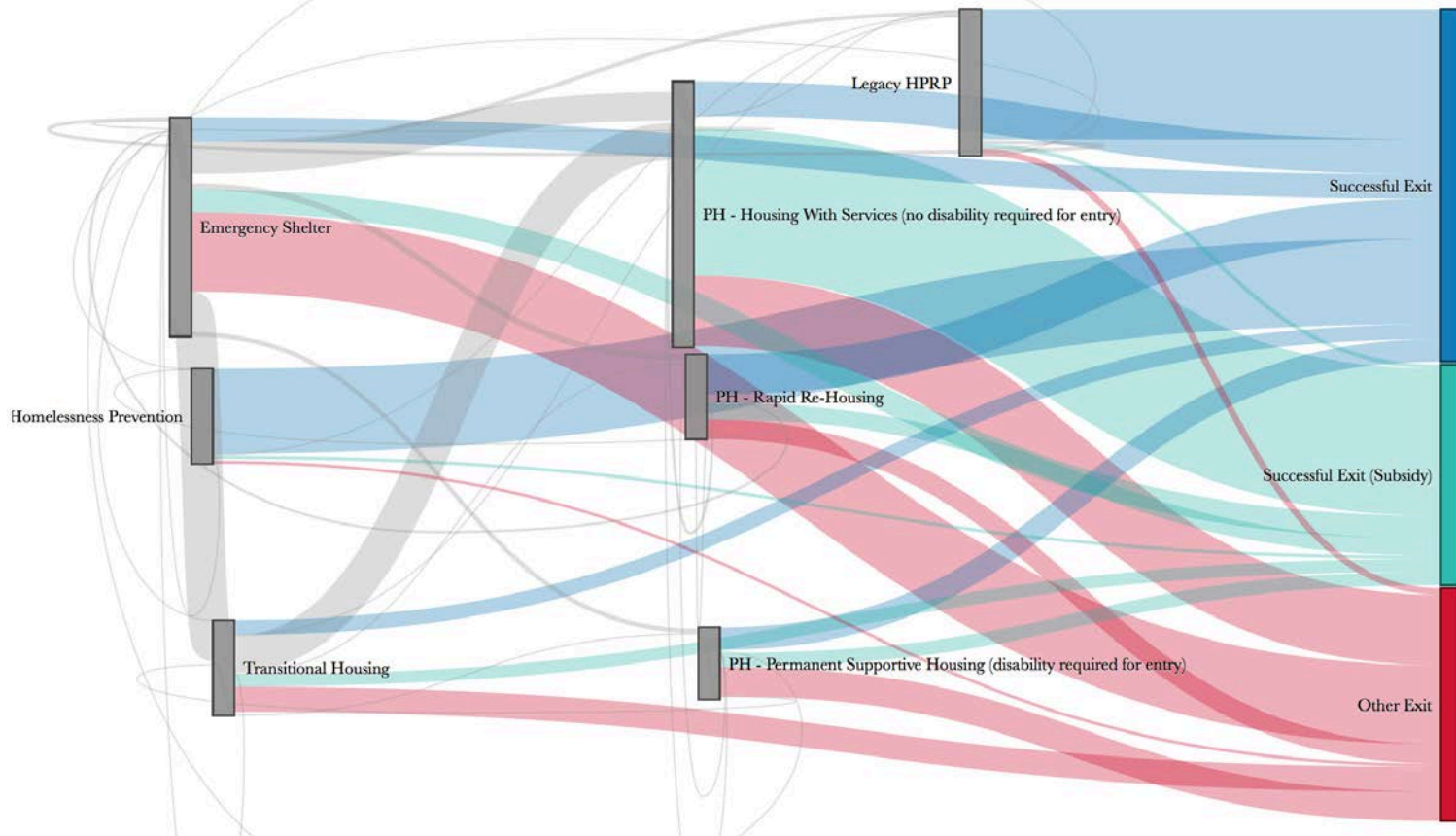
Project Leads: Neil Roche & Anjana Sundaram, Bill & Melinda Gates Foundation
DSSG Fellows: Joan Wang, Jason Portenoy, Fabliha Ibnat, Chris Suberlak
ALVA High School Students: Cameron Holt, Xilalit Sanchez
eScience Institute Data Scientist Mentors: Ariel Rokem, Bryna Hazelton

Novel Analyses of Family Trajectories through Programs



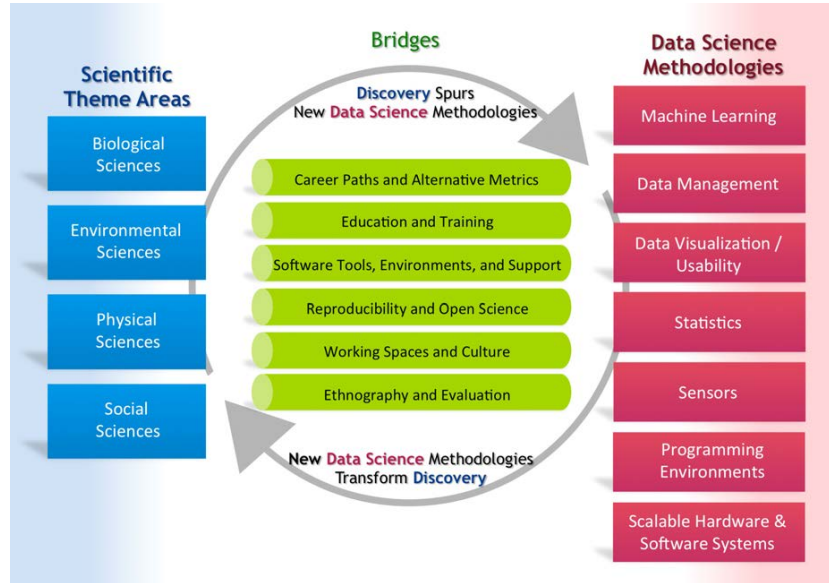
Common trajectories lead to different outcomes:

- A **highly successful exit** from an episode would mean that the family found a permanent housing solution
- Another successful exit involves continued receipt of **government subsidies**
- Other exits are **exits back into homelessness, or to other, unknown destinations**



Using the D3 technology developed in Jeff Heer’s group, the DSSG team created interactive Sankey diagrams and other visualizations to facilitate exploration of the data by stakeholders. (This diagram shows the proportional flow from one program to another, as well as the eventual outcome.)

A closer look at the Moore/Sloan Data Science Environments Launched late fall 2013



Career paths and alternative metrics

UW flagship activity: Establish two new roles on campus: “Data Science Fellows” and “Data Scientists”

- Recruited / recruiting data scientists – and put processes into place
 - Typically Ph.D.-educated; fully supported by DSE; research position with emphasis on taking responsibility for core activities (e.g., incubator projects)
- Recruited / recruiting research scientists – and put processes into place
 - Typically Ph.D.-educated; partially supported by DSE; research position with emphasis on specific science goals
- Designated 33 faculty and staff as Data Science Fellows – ditto
 - We cribbed Berkeley’s excellent idea
- Recruited 6 “Provost’s Initiative” faculty members – ditto
 - Provost provided 6 faculty “half-positions”
 - Individuals who are truly “ π -shaped” – strength and commitment both to advancing data science methodology and to applying it at the forefront of a specific field
 - Astronomy, Biology, Mechanical Engineering, Sociology, Applied Mathematics, Statistics + Computer Science & Engineering
- Recruited 2 cohorts of 6 Data Science Postdoctoral Fellows – ditto
 - Each is co-mentored by “methodology” and “applications” faculty

Education and training

UW flagship activity: Establish new graduate program tracks in data science

- IGERT Ph.D. program in Big Data / Data Science
 - 6 departments have added a transcript-recognized *Advanced Data Science Option* to their Ph.D. programs
 - Data science classes count toward Ph.D. (no extra work)
 - “Regular” Data Science Option coming soon
 - Prepares students to use advanced data science tools, vs. creating them
 - Started IGERT seminar as the eScience Community Seminar
 - Put in place a detailed program evaluation plan with Data2Insight
 - 3rd cohort of IGERT Ph.D. students, from a variety of departments, arriving this fall
 - Each student is co-mentored by “methodology” and “applications” faculty
- Undergraduate “transcriptable option” starting this fall
- Fall 2016 launch of a Data Science Masters degree



- **Workshops and Bootcamps**

- Multiple Software Carpentry Bootcamps (Python, R, etc.)
- AstroData Hack Week
- Many others

- **Two vibrant seminar series**

- eScience Community Seminar (weekly, centered on IGERT students and Data Science Postdoctoral Fellows)
- Data Science Seminar (external “distinguished lectures” targeting the campus at large)

- **Education working group is actively tracking *all* relevant curricular activities campus-wide**

UW Data Science Seminar

ANALYSIS, VISUALIZATION & DISCOVERY

The **Data Science Seminar** is a university-wide effort bringing together thought-leading speakers and researchers across campus to discuss topics related to data analysis, visualization and applications to domain sciences. The seminar is typically held on **Wednesdays 3:30-4:30pm**. Unless otherwise noted, the location for Spring Quarter 2015 is **FAA 102** in the Physics & Astronomy auditorium.

All talks are free and open to the public.

2015 Speakers

- JAN 14  **Algorithms for Analyzing On-Line Social Network Data**
Jon Kleinberg
Professor, Cornell University
- JAN 28  **Data Visualization at the New York Times**
Amanda Cox
New York Times
- FEB 4  **DeepDive: A Data System for Macroscopic Science**
Christopher Ré
Assistant Professor, Stanford University
- FEB 11  **HealthScope++: A Data Scientist's Microscope...**
Ankur Teredesai
Professor, University of Washington, Tacoma
- FEB 18  **Prediction in Social Science**
Sendhil Mullainathan
Professor, Harvard University
- FEB 25  **Simplicity, Complexity, and Duplicity in Visualizations**
Martin Wattenberg
Co-Director of the "Big Picture" Visualization Group, Google
- MAR 4  **The Emerging Scholarly Brain (with Applications)**
Michael Kurtz
Harvard-Smithsonian Center for Astrophysics, Harvard University
- MAR 18  **Dynamic Data meets Neuronal Networks**
Eli Shlizerman
Assistant Professor, University of Washington
- APR 22  **The Strange Paths that Information Takes**
Lada Adamic
Computational Social Scientist, Facebook
- APR 29  **Why Information Grows: The Evolution of Order, from Atoms to Economies**
César Hidalgo
Director, Macro Connections Group, MIT Media Lab
- MAY 5  **Sinan Aral**
Professor, MIT Sloan School of Management

Software tools, environments, and support

UW flagship activity: Establish an “incubator” seed grant program

- “Incubator” program
 - Our experiment at achieving scalability
 - A lightweight 2-page proposal process several times each year
 - I have an interesting science problem
 - I’m stumped by the data science aspects
 - If you cracked it, others would benefit
 - I’m going to send you the following person half-time for 3 months to provide the labor; you provide the guidance
 - Preceded by an information session to clarify expectations and commitments
 - Activities take place in the Data Science Studio, staffed by our Data Scientists
 - We coach software hygiene as well as methodology
 - Running two cohorts annually
 - Data Science for Social Good was a “special case” Incubator cohort
- Weekly code reviews
- Leadership in the open source science community
 - Keynotes at PyData
 - Contributions to mainstream projects (e.g., scikit-learn (machine learning in Python))

- Drop-in “Office Hours”
 - eScience Institute Data Scientists
 - UW-IT Academic & Collaborative Applications Team, Research Computing Team, Network Design & Architecture Team
 - AWS Scientific Computing Team
 - Center for Statistics and the Social Sciences Statistical Consulting Service
 - UW Libraries Research Data Management Team
 - Google Cloud Platform Team
- Specific broadly applicable tools – democratize access to big data and big data infrastructure
 - **SQLShare:** Database-as-a-Service for scientists and engineers
 - **Myria:** Easy Scalable-Analytics-as-a-Service with database DNA



Reproducibility and open science

UW flagship activity: Establish a campus-wide community around reproducible research

- UW campus-wide monthly reproducibility seminars and working group meetings
- National workshops at UW (2014), Berkeley (2015), NYU (2016)
 - Broad involvement from academia, industry, non-profits
- Draft guidelines for reproducible research
- Weekly tutorials on “research hygiene” topics
 - E.g. GitHub, KnitR, iPython Notebook
- Template for recording & categorizing research publications on reproducibility spectrum
- Self-certification & badging of research groups for reproducibility



Working spaces and culture

UW flagship activity: Establish a “Data Science Studio”

- Washington Research Foundation Data Science Studio



Ethnography and evaluation

UW flagship activity: Establish a research program in “the data science of data science”

- Ethnography and evaluation integrated into a wide range of Data Science Environment activities
 - Project overall (beginning with in-depth baseline interviews with participants from grad students through faculty)
 - IGERT (Data Science tracks in multiple Ph.D. programs)
 - Workshops (e.g. Software Carpentry, NSF-sponsored Data Science Workshop, M9 Interdisciplinary Workshop), Bootcamps (e.g. Python, R) , Hack Weeks (e.g. AstroData Hack)
 - Incubator projects (“regular” + Data Science for Social Good)
 - Case studies across Astronomy and Oceanography
- Developed ethnography research questions
 - E.g., who does data science, how are they networked, forms of social interaction and organization, intellectual groupings, career reward structures, collaborative tool use in scientific workflows, data science values and ethics, etc.
- Established baseline for evaluation, and determined evaluation questions

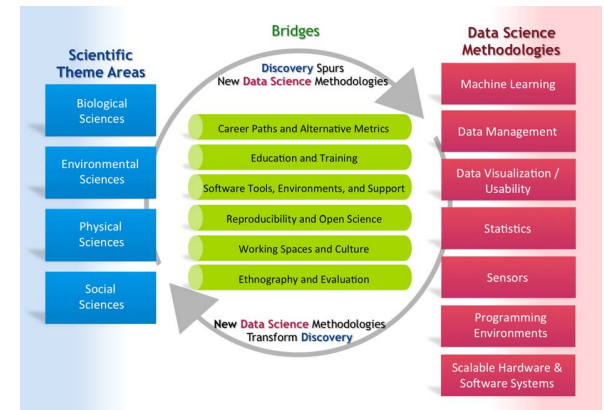
General role as a catalyst

- Annual campus-wide “all call” data science research poster sessions
- Various “special interest group” lunches held periodically to build community (e.g., “Big Social Data”)
- Played a central role in launching Urban@UW
- “A Switzerland” to thwart attempts at data science “land grabs”

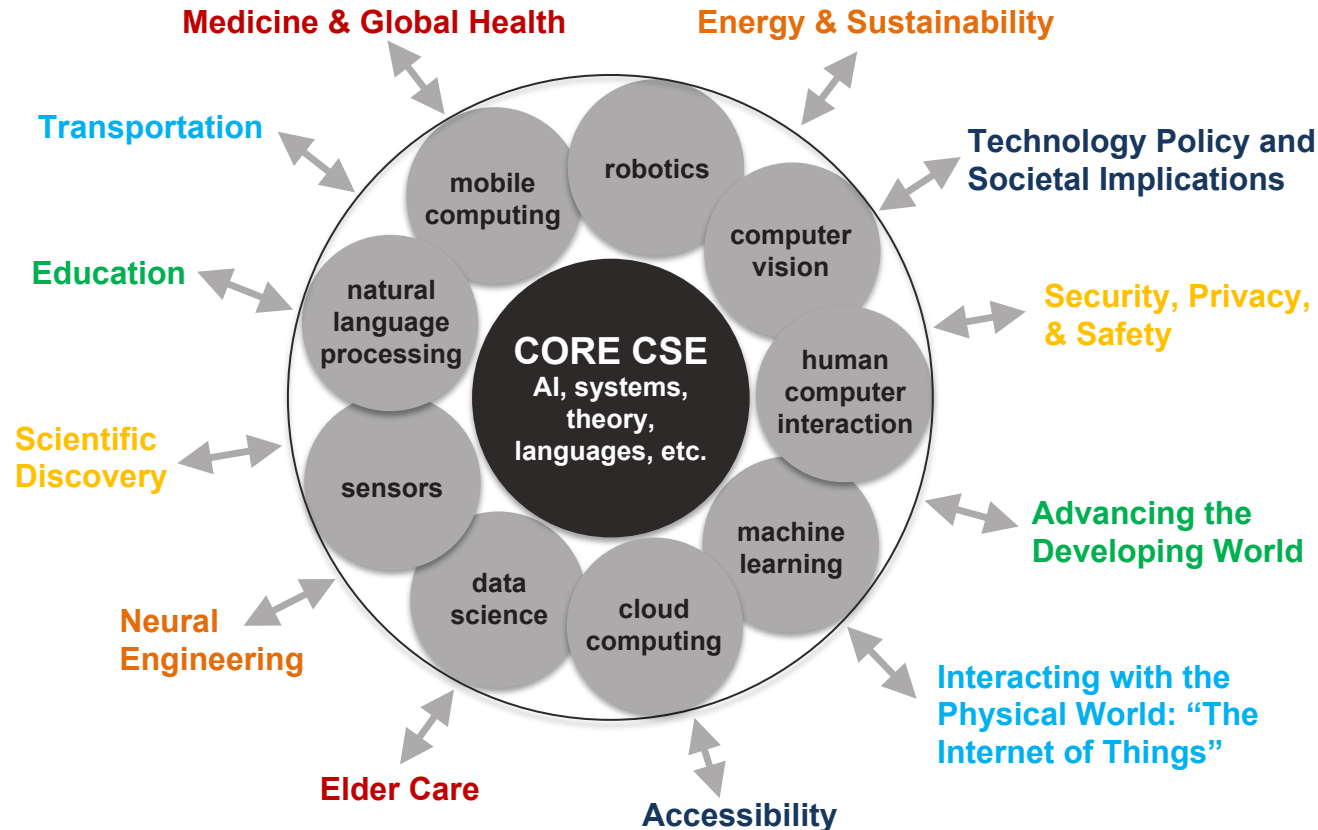


Similarly at NYU and UC Berkeley

- Pursuing the same goals
 - Lead in advancing data science methodologies
 - Lead in putting these methodologies to work in discovery
 - Lead in creating environments where data science can flourish
- Exploring a variety of approaches
- *Interacting extensively*
 - Bi-weekly one-hour teleconferences of the universities' project leadership teams and Foundation staff
 - Frequent interaction among each Working Group's members from the three universities
 - Joint events (AstroData Hack Week, annual Moore/Sloan Data Science Summit, ...)
 - Visits
 - Open sharing of successes and – importantly – failures



A 21st century view of Computer Science: A field unique in its societal impact



Is this stuff computer science?

Medicine & Global Health

Energy & Sustainability

Transportation

**Technology Policy and
Societal Implications**

Education

**Security, Privacy,
& Safety**

**Scientific
Discovery**

**Advancing the
Developing World**

**Neural
Engineering**

**Interacting with the
Physical World: “The
Internet of Things”**

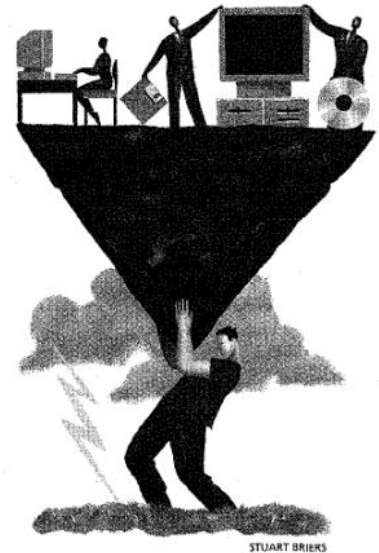
Elder Care

Accessibility

“The last electrical engineer”

“I am worried about the future of our profession. ... I see the world as an inverted pyramid. It balances precariously on the narrow point at the bottom. ... This point is being impressed into the ground by the heavy weight at the wide top of the inverted pyramid where all the applications reside. ... Electrical engineering will be in danger of shrinking into a neutron star of infinite weight and importance, but invisible to the known universe. ... Somewhere in the basement of Intel or its successor ... the last electrical engineer will sit.”

Bob Lucky
IEEE Spectrum
May 1998



“Computer Science: The ever-expanding sphere”



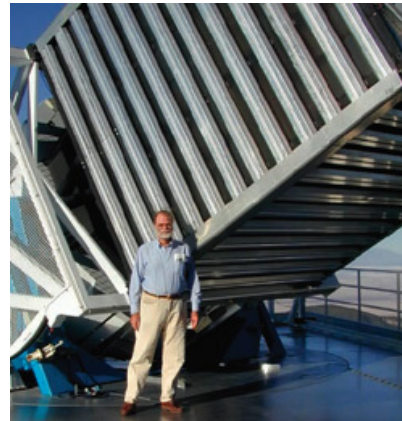
Support for 21st century cyberinfrastructure

- Many fields of discovery are becoming *information* fields, not just computational fields
 - The *intellectual approaches* of Computer Science are as important to advances as is cyberinfrastructure
 - *New approaches* will enable *new discoveries*
 - “*First we do faster ... then we do different/smarter/better*”
- Meeting evolving cyberinfrastructure needs requires investment in *intellectual* as well as physical infrastructure
 - We have a crazy obsession with buying shiny objects – the bigger and more expensive, the better

- Nationally and institutionally, there are various policies that distort behavior – *and that should be changed*
 - One example: Use of commercial cloud resources – *essential to cost-effectiveness and scalability* – is discouraged by
 - Indirect cost on outsourced services (and *not* on equipment purchases)
 - *This is totally nuts!*
 - NSF MRI viewed as a pot separate from Directorates/Divisions
 - Institutional subsidies (power, cooling, space)
- We're investing 9:1 in hardware over software¹ – it ought to be the reverse!

¹ According to Ed Seidel when he was at NSF

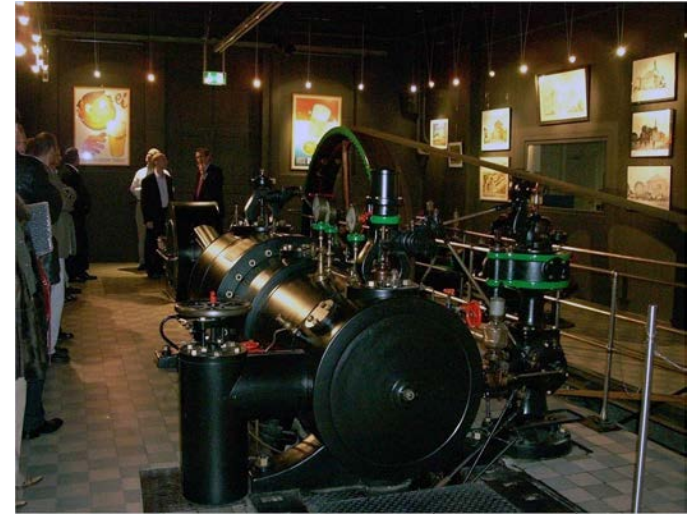
- We have a dogged resistance to utilizing commercial software, services, and systems
 - We purchase our own
 - We operate our own
 - We roll our own
 - Often with amateurs
 - Why?
 - Outmoded policies
 - Subsidies
 - Defense of turf
 - Politics
 - People whose paychecks depend on convincing you that your needs are so special that no commercial offering could possibly be suitable
 - Failure to do hard-nosed cost-benefit analyses



Can a commercial RDBMS host large-scale science data?


- Key attributes of the commercial cloud:

- Essentially infinite capacity
- You pay for *exactly* what you use (instantaneous expansion *and* contraction)
- *Zero* capital cost
- 1,000 processors for 1 day costs the same (or less) as 1 processor for 1,000 days (*totally revolutionary!*)
- 7x24x365 operations support, auxiliary power, redundant network connections, geographical diversity
- For many services, someone else handles backup, someone else handles software updates
- Sharing and collaboration are easy
- It continuously gets bigger, faster, less expensive, more capable



Credit: Werner Vogels, Amazon

Some possible actions

- *Eliminate subsidies (or at least be transparent about them)!*
 - Space, power, cooling, backup, upgrades
- *Eliminate overhead on outsourced cloud services* 
- *Attribute NSF MRIs to Directorates/Divisions*
- Take steps to encourage and evolve data-intensive discovery that are *at least as aggressive* as the steps taken decades ago to encourage numerical computational science
- Establish the use of commercial cloud services as *the strong default for science at all scales*. Every request to purchase computing equipment that won't fit on a desktop should be rigorously justified. *Invest in intellectual infrastructure, software infrastructure, and outsourced services, not big shiny objects!*

UW has done
this, unilaterally

- *Do not allow* a group without a rock-solid track record to be responsible for the creation of complex mission-critical software infrastructure (e.g., for MREFCs)
- Major national facilities – to the extent that these are necessary at all – should be used *only by applications that truly require them*
- Take additional steps to *encourage reproducible research and the useful/usable sharing of code and data*
- Recognize that *data has both value and cost*. How should the costs be covered?

Is this a great time or what?



<http://lazowska.cs.washington.edu/CLSAC.pdf>, pptx