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Title Information Dashboards

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- Dashboard Design
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- WBS & Budgets
- Working Dashboards



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Information Dashboard Design: The Effective Visual Communication of Data

INFORMATION DASHBOARD DESIGN

The Effective Visual Communication of Data





Stephen Few

O'REILLY"

n of Data

About the Author

Stephen Few has worked for over 20 years as an IT innovator, consultant, and teacher. Today, as Principal of the consultancy Perceptual Edge, Stephen focuses on data visualization for analyzing and communicating quantitative business information. He teaches in the MBA program at the University of California, Berkeley. You can learn more about Stephen's work and access an entire library of articles at

www.perceptualedge.com.



Dashboards - defined

"A dashboard is a visual interface that provides at-a -glance views into key measures relevant to a particular objective or business process."

Key Attributes:

- Graphical to focus attention on key trends, comparisons and exceptions
- ✓ Display only relevant data
- ✓ Inherently contain predefined conclusions

Note: Collecting user requirements is KEY

from 'Excel 2007 Dashboards & Reports for Dummies' by Michael Alexander





Dashboards - bad examples

Ped	rceptual ge					Exam	ples			Search
Home	About	Consulting	Workshops	Courses	Examples	Library	Blog	Discussion	Contact	

Each of the examples that appear below Illustrates quantitative information that is **poorly designed** for communication.



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Common Problems:

Positioning content in places that don't fit its importance

Positioning content in places that fail to support its use

Including items that serve no useful purpose

Sizing content larger than it deserves

Separating content excessively

Visually featuring content & other items more than they deserve

Failing to link contents & other items that are related

Visually suggesting links between unrelated content

Enforcing a rigid symmetrical grid



Dashboards - bad examples



Here are a few of this graph's problems:

- There are several distracting (and detracting) visual effects: the reflection of light, transparency, and 3-D effects on the bars (and squares in the legend) add no value.
- The bars have been overlayed on one another, which partially obscures the first two sets and gives them different visual salience. Because the bars for the year 2008 appear in the forefront of each cluster, their greater importance is implied, which was probably not intended. While I can't be sure, the graph's original post date of 2005, suggests that these values are projections, albeit unbelievably volatile ones. Without knowing more about the data, I can't say for sure, but the 2006 projections are probably the surest and most relevant, yet they are partly obscured by the other two years.
- Although the gridlines in this graph are thin and light, because these values are projections, we
 probably don't need to know precise values. As such, the gridlines are not necessary.
- The bar colors are more intense than they should be. The use of high-intensity colors should be
 reserved for making important data salient. Regular data should be shown using less intense colors.
 After all, when you display all of your data to stand out, nothing does.
- The continents have not been ordered in a logical way. At the very least they could have been alphabetized, but, as we'll see below, there's almost always a better way to order your data.
- Although bar graphs are great for showing and comparing the magnitudes of different variables, they
 are inferior to lines for showing how the values change through time. Because the pattern of change
 through time is likely more important than the actual magnitudes of the individual values, a line
 graph would have worked better.





Dashboards - solutions

Line graphs make it especially easy to see the patterns of change and to focus on trends. To avoid the clutter of seven lines on a single graph, I used "small multiples," a series of seven small graphs, which vary by region, but otherwise look and work the same. Small multiples may be arranged vertically (shown above), horizontally, or in a matrix. Because this information is a projection (and so the exact magnitudes are probably not as important), I have made the assumption that the graphs should be arranged to make it easiest to compare the patterns of change for the various regions, which is why I aligned the years by arranging the graphs vertically. If the magnitudes of the lines were more important, then a horizontal layout would have been preferable, for easier magnitude comparisons. Notice that the horizontal label (showing the years) is only shown on the very bottom of the graph. This is all that's necessary to show which part of each line belongs to which year. Duplicating these labels for each graph would have resulted in redundancy and clutter.

I have reordered the continents based on the 2006 values, with the highest at the top and the lowest at the bottom. I based the sequence on the 2006 value because, as these values are projections, the first year is likely to be most reliable and of greatest interest to decision-makers.

This new design is clean and clear—free of the visual distractions in the first two examples. Anyone viewing the graph would be able to examine the data, focusing perhaps on the large declines that are projected to occur in Europe and Africa, instead of the pretty, shiny bars.

Reduce the non-data ink

Enhance the data ink



Dashboards - evil pies

Let's examine another ineffective use of pie charts. Edward Tufte once said that "the only worse design than a pie chart is several of them, for then the viewer is asked to compare quantities located in spatial disarray both within and between pies" (Edward Tufte, *The Visual Display of Quantitative Information*, Graphics Press, 1983, p. 178.) I share Tufte's opinion that this is an ineffective way to compare multiple part-to-whole relationships.



Try to follow the changes of these various companies and how they compare to one another through time. It is nearly impossible. Notice how easily you can do it, however, using the following display:





Dashboards - evil pies



I could have used colors but, frankly, this graph doesn't need them. Limiting it to black and white allows you to photocopy this useful information and pass it on without any loss of quality. Can you imagine what the original pie chart would look like if you photocopied it in black and white?



Dashboards - real estate

"The relative prominence of screen space on a dashboard can be divided into quadrants... Whenever possible, place information that is considered most important in the upper left hand region and that which is least important in the lower right hand corner."





Team Science Approach





Team Science Approach





Milestones: Year One 09/30/2008

<u>AEMC</u>

•Obtain previously isolated SRB (especially for DOE contaminated sites), prepare DNA for sequencing submit to JGI. •Growth optimization and stability studies of different syntrophic co-culture assemblies: Alternative Dv strains/species.

•Full scale biomass production for steady-state growth stress-perturbed co-culture response experiments (perturbation &

steady state analyses using optimized co-culture conditions) for different SRB/methanogen pairs.

•Initial tests of multiculture conditions.

•Initiation of co-culture evolution experiments.

•Optimize transposon strain library competition experiments for read-out by bar code arrays both in monoculture and co -culture.

•Complete membrane profiling of *D. vulgaris* and *M. maripaludis* in mono culture and together in syntrophic culture.

•Design of push-pull experiments and initial characterization of site bacterial populations and geochemistry and Hanford and Oak Ridge, including initial testing of in well sediment/attachment simulation systems.

•Design larger scale attached stress experiments for comparison with planktonic experiments (transcriptomics).

•Complete contrast/compare studies of groundwater and sediment ecogenomics from Oak Ridge site for metagenome

(Sanger, 454, and clone libraries), 16SRNA Phylochip, Geochip, and realtime Q-PCR.

<u>FGIC</u>

•Create and sequence-verify saturating tagged transposon library of *D. vulgaris* and *D. alaskensis* G20.

•Prioritize HK/RR pair characterization with Computational Core.

•Tag and purify HK/RR pairs.

•Initial HK/RR mapping by biochemical assay.

•Initial proof of concept RR/DNA mapping using ChIP-chip.

•Optimize barcode array design.

•Optimize tiling array for transcription start-stop mapping, small RNA detection and ChIP-chip in SRB for G20 and DvH.

•Optimize multiplex gene expression design for G20.

•Complete stress response transcriptomics for G20.

•Initial survey of possible small RNA regulators.

•Complete design and testing of ESPPChip microarray.

<u>CSBC</u>

•Extension of MicrobesOnline for 16SRNA, GeoCHIP/ESPPChip, Phenotype, metagenomic data.

•Complete computational analysis of DvH and G20 and methanogen metabolism.

•Establish flux model analysis methods for mono- and multicultures.

•Developing tiling array and bar-code array design and analysis techniques.

•Complete annotation of Dv Miyazaki, Ds 27774, and one Dv Hanford isolate.

•Complete initial reannotation of DvH.

•Begin design of conceptual model of stress, ED, TEA responses for Hanford Cr and Oak Ridge U contaminated sites.



Work Breakdown Structure by Milestones

Schedule Development & Execution

VIMSS/ESPP2 Annual Milestones by Core Groups												VIMSS/ESPP2 A	Annual Mile	stones b	y Core C	roups	
ID	WBS	Task Name	Predecessors	Resource Names	2007	2008	2009	ID	WBS	Task Name	Predecessors	Resource Names	2007	2	2008		2009
2	1.1	AEMC Year One Obtain previously isola SRB, prepare DNA for sequencing submit to	ted	Terry Hazen Terry Hazen	.	10/1	Ŷ	9	1.8	Complete membrane profiling of D. vulgaris in mono culture. Complete membrane		Terry Hazen		▲ 10	a a	С л	
3	1.2	Begin Isolation of SRB from ORNL/FRC and		Matthew Fields, Martin Keller	- -	-10/1	r,	11	1.10	profiling M. maripaludis in mono culture.	9.10	David Stahi			2	~ л	
4	1.3	Growth optimization at stability studies of different syntrophic	d	David Stahi	╡║┝●	10/1	J.			profiling of D. vulgaris / M maripaludis in syntrophic culture.		Tage Lines Made				~	
		co-culture assemblies Alternative Dv strains/species						12	1.11	experiments and initial characterization of site bacterial populations and peochemistry	3	Keller,Matthew Fields,Joe Zhou		→ 10	12	~	
5	1.4	Full scale biomass production for steady-state growth	4SS	Terry Hazen, David Stahl	▶●	10/1	H ¹	13	2	FGIC Year One		Jay Keasling Aindr	1112	•			
	stready-state glowin stress-perturbed oc-culture response experiments (perturbation and steady state analyses using optimized oc-output conditions) for different		lon ses ure					14	2.1	Create and sequence-verify saturatin tagged transposon library of D. vulgaris and D. alaskensis G2D.	9	Judy Wali		↓ -10	4	Ŷ	
		SRB/methanogen pair	5.					15	2.2	Prioritize HK/RR pair characterization with Computational Core Initial HK/RR manging by	15	Aindrila Mukhopadhyay,Adar Deutschbauer	m [• <u></u> 10	а 	Ω.	
6	1.5	Initial tests of multi-cul	ure	David Stahl, Martin	- .	10/1	ъ			blochemical assay.	10	Mukhopadhyay			**	~	
		conditions.		Keller, Joe Zhou			Ť	17	2.4	Tag and purify HK/RR base pairs.	16	Aindrila Mukhopadhyay		→ 10	/3	Ŷ	
7	1.6	Initiation of co-culture evolution experiments		Kristina Hilesland		10/1	0	18	2.5	Initial proof of concept RF DNA mapping using ChiP chip.	15	Adam Deutschbauer	r l	> ♦ 10	12	Ŷ	
	1.7	strain library competiti experiments for read-o	n ut	Deutschbauer		10/1		19	2.6	Optimize barcode array design.		Adam Deutschbauer	r	4 -10	а –	υ	
		by bar code arrays bot monoculture and co-culture.	h in					20	2.7	Optimize tiling array for transcription start-stop mapping, small RNA detection and ChIP-chip I SRB for G20 and DvH.	n	Adam Deutschbauer,Kelly Bender		• 10	a	Ŷ	
		-	ick		led I in Task					Task			olied Up Ta	sk			
				Ro	led Up Milesta					Prop	ress	Br	olled Up Mi	lestone	~		
Project: Date: Tu	Year 5 M Je 4/17/07	llestones M	lestone	Ro	led Up Progre	ss 		Date: T	year 5 M ue 4/17/07	iestones Miles	tone	♦ Ri	olled Up Pr	ogress	V		
		s	immary	sp	lit					Sum	mary	\$	plit				
Page 1											Page	2					



Dashboard Milestone Reports

FY08 Milestones: AEMC	% Complete	as of 04/01/08	Notes
Obtain previously isolated SRB, prepare DNA for JGI sequencing.	70%		D. vulgaris Hanford HBLS, D. hanfordii HMW + others
Syntrophic co-culture assemblies: Growth optimization & stability studies: Alternative Dv strains/species.	30%	-	need update
BMP: steady-state growth stress-perturbed co-culture response experiments for different SRB/methanogen pairs.	70%		need update
Initial tests of multiculture conditions.	30%		
Initiation of co-culture evolution experiments.	70%		U WA & OK
Optimize monoculture and co-culture transposon strain library competition experiments for bar code array read-out.	50%	_	ongoing
Complete membrane profiling of D. vulgaris and M. maripaludis in mono culture and in syntrophic culture.	need update		Aindrila
Design push-pull experiments & initial characterization of site bacterial populations and geochemistry @ Hanford & ORNL, including initial testing of in well sediment/attachment simulation systems.	70%		under way
Design larger scale attached stress experiments for comparison w/ planktonic *experiments (transcriptomics).	need update		Matt Fields
Complete contrast/compare studies of groundwater and sediment ecogenomics from Oak Ridge site for metagenome (Sanger, 454, and clone libraries), 16SRNA Phylochip, Geochip, and realtime Q-PCR.	50%		CSBC: Metagenome FRC grdwater - DNA sequencing complete, annotation completed, draft circulating.
	Oct 07	- Mar 08 Apr - Sep 08	

Key Performance Indicators (KPI) ~ essential tasks draw attention to problem areas



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Dashboard Milestone Reports

ESPP wiki





Dashboard Milestone Reports

FY08 Milestones: AEMC	% Complete	as of 04/01/08	Notes
Obtain previously isolated SRB, prepare DNA for JGI sequencing.	70%		D. vulgaris Hanford HBLS, D. hanfordij HMW + others
Syntrophic co-culture assemblies: Growth optimization & stability studies: Alternative Dv strains/species. BMP: steady-state growth stress-perturbed co-culture	30%	-	need update
response experiments for different SRB/methanogen	70%		need update
pairs.	1.000	1	CONTRACTOR -
Initial tests of multiculture conditions.	30%		Sector Sector Sector
Initiation of co-culture evolution experiments.	70%		U WA & OK
Optimize monoculture and co-culture transposon strain			
library competition experiments for bar code array	50%		ongoing
read-out.			
Complete membrane profiling of D. vulgaris and M.	need		Aindrila
maripaludis in mono culture and in syntrophic culture. Design push-pull experiments & Initial characterization	update		- activity
of site bacterial populations and geochemistry @	70%		In des tite)
Hanford & ORNL, including initial testing of in well	70%		under way
sediment/altachment simulation systems.			
Design larger scale attached stress experiments for	1000		
comparison w/ planktonic *experiments	update		Matt Fields
(transcriptomics).			
Complete contrast/compare studies of groundwater and		100 18	CSBC: Metagenome FRC
sediment ecogenomics from Oak Ridge site for	50%		grdwater - DNA sequencing
metagenome (Sanger, 454, and clone libraries),	50%		complete, annotation
16SRNA Phylochip, Geochip, and realtime Q-PCR.			completed, draft circulating.

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Full resolution (2200 x 1700 pixel, file size: 276 KB, MIME type: image/jpeg) ESPP2 Milestones > Image:AEMO.jpg > Main Page > ESPP2 Milestones > Image:AEMO.jpg

File history

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Cost Estimation & Budget Oversight

	Rate Type		FY07	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12 (est)</u>	<u>5 Year Totals</u>
	Escalation	Rates							
	LBNL Labor		3.5%	3.0%	3.0%	3.0%		LBI	NL Forward Pricing Rates Effective October 1, 2006
	LBNL Supplies & Other Expenses (OMB)		DOE F 4820.1 (94-93) All Other Editions Are Obso	ide	U.S. Department of Budget Pay (See reverse for Instr	Energy ge uctions)	Rate Type Escalation Rates	5	Revision 5
			Ernest O. Lawre PRINCIPAL INVESTIGATOR PR Arkin, Adam A. SENIOR PERSONNEL: PIPD	nce Berkeley National I outor outport Overs Co-Ph. Faculy and Other Senior And	Laboratory Ill Project Budget	DOE Runded	Supplies & Oth Construction P	her Expenses (OMB) Projects (OECM)	
	Total Labor	\$3,77	(List each separately with the	A.6. show number in brackets)		CAL ACAD SUMR	General and Adr	ninistrative	
Original Project Budget	Total Supplies & Other Expenses		 Atkin, Adami Keasling, Jay Hazen, Terry Dubchak, Inna 			6.00 6.00 18.00	G&A (Off Sit Site Support (Gretina Animal C	e) Rate - OFF Fabrication) Rate - FAB	
Assumptions	(OMB)	\$4,26		DVIDUALLY ON BUDGET EXPLANATI IOR PERSONNEL (1-6) OW NUMBERS IN BRACKETS) ASSOCIATES	ION PAGE)	231.00 336.00 108.00	General Rate	- GR1	
	LBNL Labor	<i>.</i> ,	2.(25.) OTHER PROFESS 3.(2.) GRADUATE STUD 4.(0.) UNDERGRADUAT 5.(2.) SECRETARIAL-O	IONAL (TECHNICIAN, PROGRAMME) ENTS E STUDENTS LERICAL	s, erc.)	699.00 54.60 0.00 30.00	LDRD Opera (LDRD rate is reviewed by I	ating and Equipment based on proposed struct DOE)	ture, which is currently being
	Equipment, Supplies & Other		TOTAL SALARIES AND W C. FRINGE BENEFITS (F CH TOTAL SALARIES, WASE	AGES (A+0) ARGED AS DIRECT COSTS) S AND FRINGE BENEFITS (A+0+0)		0.001	IGPP Rate IGPP		
	(OMB)		D. PERMANENT EQUIPMENT	T (LIST ITEM AND DOLLAR AMOUNT	FOR EACH ITEM)		Procurement Bu PO's \$1-\$5 PO's Over	<u>irdens</u> (Base: Cost of pro 00,000 \$500,000 (per PO)	cured materials & services)
Renewal Budget	LBNL Total		TOTAL PERMANENT DOU C. TRAVEL	IPMONT 1. D	OMESTIC (INCL. CAMADA AND U.S. POS	SESSIONS)	R&D subce R&D subce Intra-Unive	ontract's \$1-\$300,000 ontract's over \$300,000 ersity Transfers (IUTs) \$	\$ 1-\$200,000
Assumptions	LBNL			<u>2. P</u>	OREION		Intra-Unive Genomics Procu	ersity Transfers (IUTs) or rements (PO's \$1-\$500.0	ver \$200,000
	Total Indirect Costs, LBNL		 F. TRAINEE/PARTICIPANT O 1. STIPONDS (kerize) 2. TUTION & FEES 	CGTS Ievels, types + totals on budget justifica	filon page)		Molecular Found Project Managen	lry (PO's \$1-\$500,000) nent (PO's \$1-\$500,000)	
	Total Direct Costs		3. TRAINEE TRAVEL 4. OTHER (bity explain	n on justification page)			<u>Travel</u> (Base: Tr Travel Rate	ravel Costs) e	
	less Other Inst.		TOTAL PARTICIPANTS G. OTHER DIRECT COSTS 1. MATERIALS AND SI	(0) IPPLIES	TOTAL COST		Payroll Burden (Ba Career&Term J	se: Delivered effort cos Employees	st only)
	LBNL		2. PUBLICATION COST 3. CONSULTANT SERV 4. COMPLITER (ADPE)	ISDOCUMENTATION/DISSEMINATIO VICES (SERVICES	N		Post Docs, Visiti GSRAs Students/Rehired	ng Post Docs, Limited E I Retirees/Employees wo	imployees, and Visting Researchers
	SNL		5. SUBCONTRACTS 6. OTHER				Summer Faculty		
	ORNL		H. TOTAL DIRECT COSTS (A THROUGH G)			Fringe Benefits Onl Career&Term I	y (Base: FTE gross pay Employees	y only)
	ESPP2 Total		Please see the TOTAL INDIRECT COSTS J. TOTAL DIRECT AND INDI	t indirect calculation sheet	ts		Post Docs, Visiti GSRAs	ng Post Docs, Limited E	Employees, and Visting Researchers
	% original pro	jection	 AMOUNT OF ANY REQUE TOTAL COST OF PROJECT 	RED COST SHARING FROM NON-FED IT (JHK)	DERAL SOURCES		Students/Rehired Summer Faculty	I Retirees/Employees wo	rking variable time



Dashboard Integrated Milestone & Budget Reports

"How then do we make it easy for people to compare related sets of values when they are associated with different units of measure? Two answers come to mind. The first and most obvious is to place them in separate graphs, positioned close to one another so that the patterns in each can be compared to one another, but magnitude comparisons will be discouraged." *Stephen Few*





Dashboard Integrated Milestone & Budget Reports

FY08 Milestones: CSBC	% Complete	as of 04/01/08	Notes		PI	wiki C	ritical Events, Milestones
Extension of MicrobesOnline for:	a singiana					update	& Top Projects
16SRNA	50%				Arkin - internal	3/7/08 M	licroarray analysis
GeoCHIP/ESPPChip	0%		working w/ ORNL to incorporate Selexa data		Hazen	3/11/08 M 3/14/08 C	etabolomics condition set o-culture Biomass, IMS
Phenotype	50%	=	usefulness will depend on human (undergrads) annotation		Keasiing Mukhopadhyay Alm Dubchak	3/12/08 H 3/12/08 H 2/14/08 C	yptophan biosynthesis K knock-outs, HK/RR ompendium analysis, FRC-
Metagenomic data	25%				Fields	2/18/08 D	vH Cr transcriptomics:
Complete computational analysis of DvH & G20 + methanogen metabolism.	50%	-	Waiting on data.		Keller	2/7/08 C	ofilm vs planktonic onsortia culture
Establish flux model analysis methods for mono- and multicultures.	50%	-	High potential value & high interest		Singh Stahl	3/7/08 Tr 2/29/08 M	i-culture & Mesocosm lethanococcus
Developing tiling array and bar-code array design and analysis techniques.	90%		Analysis techniques will continue to evolve & improve	light=budget available dark=current burnrate ytd budget variane	ce Wall	m 1/31/08 D	utant analysis in coculture eletions via marker xchange
Complete annotation of Dv Miyazaki, Ds 27774, and one Dv Hanford isolate.	50%	-	Waiting for these + other sequences before expression array & analysis	arkin arkin exp bazen	Bender Zhou	2/6/08 Si 3/6/08 E	mall RNA's volution, Hanford, FRC
Complete initial reannotation of DvH.	50%	-	Additional data to include? Tiling array?	keasling, aindrila	Sequencing	9/1/07 N	eed update
Begin design of conceptual model of stress, ED, TEA responses for Hanford Cr and Oak Ridge U contaminated sites.	0%	•1	Participating in experimental design - conceptual model depends on data to be collected	admin as of 03/01/0	B toot		
	Oct 07-	Mar 08 Apr - Sep 08		5° 5 5 5	5'		
FY08 Milestones: FGIC	% Complete	as of 04/01/08	Notes	FY08 Milestones: AEMC	%	as of 04/01/0	Notes
Create and sequence-verify saturating tagged transposon libraries for:			Adam D.	Obtain previously isolated SRB, prepare DNA for JGI			D. vulgaris Hanford HBLS, D.
D. vulgaris	10%%		just started	sequencing.	10 %		hanfordii HMW + others
D. alaskensis G20	50%		verification ongoing	Syntrophic co-culture assemblies: Growth optimization	30%		need update
Prioritize HK/RR pair characterization w/ CSBC. Tag and purify HK/RR pairs.	30% 70%		RR - 90%, HK - 50%	& stability studies: Alternative Dv strains/species. BMP: steady-state growth stress-perturbed co-culture		-	
Initial HK/RR mapping by biochemical assay.	50%	_	Post-doc to begin 08/01. All HK knock-outs: 12/64 genes completed, 2-3 checked. Paper in process.	response experiments for different SRB/methanogen pairs. Initial tests of multiculture conditions.	30%		need update
Initial proof of concept RR/DNA mapping using ChIP-chip.	50%	_	Ready to go - waiting on Nimblegen chips (Adam D. &	Initiation of co-culture evolution experiments. Optimize monoculture and co-culture transposon strain	70%		U WA & OK
Optimize barcode array design.	50%		(Adam D. & Paramvir)	library competition experiments for bar code array	50%		ongoing
Optimize tiling array for transcription start-stop mapping, small RNA detection and ChiP-chip in SRB for G20 and DvH.	0%	=	Will need to recast into year 2 milestones.	read-out. Complete membrane profiling of D. vulgaris and M. maripaludis in mono culture and in syntrophic culture.	need update		Aindrila
Optimize multiplex gene expression design for G20.	need		Adam D.	of site bacterial populations and geochemistry @	706/		1.2.5
Complete stress response transcriptomics for	need		Adam D	Hanford & ORNL, including initial testing of in well	/0%		under way
G20.	update		Adam D.	sediment/attachment simulation systems.			
Initial survey of possible small RNA regulators.	30%	-	Kelly Bender - 1 study complete	Design larger scale attached stress experiments for comparison w/ planktonic *experiments	need		Matt Fields
Complete ESPPChip microarray design & testing.	need update		Redundant? Combine w/ Chip-chip development?	(transcriptomics)	opdate		
Gene expression compendium	need update			Complete contrast/compare studies of groundwater and sediment ecogenomics from Oak Ridge site for	500/		GSBC: Metagenome FRC grdwater - DNA sequencing
Metabolomics	need update	Mar DP Apr Per DP		metagenome (Sanger, 454, and clone libraries), 16SRNA Phylochip, Geochip, and realtime Q-PCR.	00%		complete, annotation completed, draft circulating.
	Oct 07-	- Mar vo Apr - Sep 08			Oct 07- Mar 0	Apr - Sep 0	3



Adam P. Arkin and Terry C. Hazen, Directors

Applied Environmental Microbiology Core:

- LBNL, Terry C. Hazen
- University of Washington, David Stahl
- Montana State University, Matthew Fields

Functional Genomics and Imaging Core:

- LBNL, Jay Keasling and Aindrila Mukhopadhyay
- University of Missouri-Columbia, Judy Wall
- Southern Illinois University, Kelly Bender
- Sandia National Laboratory, Anup Singh
- Oak Ridge National Laboratory, Martin Keller
- University of Oklahoma, Jizhong (Joe) Zhou

Computational and Systems Biology Core:

- LBNL: Adam P. Arkin, Inna Dubchak, Paramvir Dehal
- MIT: Eric Alm



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