



STANFORD SOCIAL INNOVATION REVIEW PRESENTS

DATA ON PURPOSE

CREATING SOCIAL CHANGE WITH DATA

JUNE 2, 4:10 – 4:50 P.M.

APIs FOR GOOD: A BESTIARY OF THE NETWORKED WORLD



DYLAN HENDRICKS

Program Director, Ten-Year Forecast
Institute for the Future

 @iftf



STANFORD SOCIAL INNOVATION REVIEW PRESENTS

DATA ON PURPOSE

CREATING SOCIAL CHANGE WITH DATA

Stanford **SOCIAL**
INNOVATION Review



APIs for Good

A Bestiary of the Networked World

Dylan Hendricks

"All the News
That's Fit to Print"

The New York Times

Late Edition

Weather: Mostly cloudy, humid, chance of showers today; clear tonight. Mostly sunny, warm and less humid tomorrow. Temperatures: today 85-90, tonight 63-67; yesterday 65-73. Details, page C12.

VOL. CXXXIII . . No. 46,080

Copyright © 1984 The New York Times

NEW YORK, TUESDAY, JUNE 19, 1984

38 cents beyond 15 miles from New York City, except on Long Island.

30 CENTS



The New York Times / Sara Krulwich

ZOELLER WINS U.S. OPEN: Fuzzy Zoeller after sinking a 68-foot putt for a birdie at the Winged Foot course in Mamaroneck, N.Y. He defeated Greg Norman of Australia by a record 8 shots in an 18-hole playoff. Page A21.

G.O.P. AIDES NOTE SIGNS OF DISPUTE ABOUT PLATFORM

White House Plan for Smooth
Convention Ruffled by Talk
of Potential Outbursts

By STEVEN R. WEISMAN
Special to The New York Times

WASHINGTON, June 18 — White House plans for a smooth Republican convention in August are being ruffled by talk of potential platform disputes between conservatives and moderates, Reagan Administration and campaign officials said today.

Officials connected with President Reagan's re-election campaign said that a preliminary draft of the platform contained a call for a "flat tax," a favorite idea of Republican conservatives. Under it, all taxpayers would pay Federal income taxes at the same rate. Some versions of the flat tax would call for graduated levels with the wealthier generally paying more.

But the officials said the flat tax had been eliminated after White House officials noted that Mr. Reagan had not yet endorsed it.

Aversion to Being Specific

"We're not going to endorse a specific flat tax bill," said Representative Trent Lott, the Mississippi Republican who is chairman of the party's platform committee. "We are going to endorse tax reform leading to a fairer and simpler tax code. I don't think the Republican platform should be that specific."

Some Republicans have also been



United Press International

SYMBOLIC PRESENT: President Reagan at the White House with a baby elephant named Jayathu, meaning "victory." The animal, which will be donated to the National Zoo, was a gift from President J. R. Jayewardene of Sri Lanka, who is in the United States on a state visit. The elephant, symbol of the Republican Party, is also the symbol of Sri Lanka's ruling party.

SENATE BARS LIMIT ON MILITARY ROLE IN LATIN AMERICA

TWO PROPOSALS DEFEATED

Kennedy Measure Would Have
Barred Troop Use Without
Approval by Congress

By MARTIN TOLCHIN
Special to The New York Times

WASHINGTON, June 18 — The Republican-controlled Senate tonight rejected two Democratic proposals to curtail United States military involvement in Central America.

The Senate rejected 61 to 31 a proposal by Senator Edward M. Kennedy, Democrat of Massachusetts, to prohibit use of United States armed personnel in or over Nicaragua or El Salvador for combat purposes without the prior approval of Congress. The Senate rejected a similar proposal last April by a vote 59 to 36.

The Senate then rejected, 58 to 38, a proposal to provide \$8 million to wind down the operations of rebels in Nicaragua seeking the overthrow of the Sandinista Government. The measure, introduced by Senator Daniel K. Inouye, Democrat of Hawaii, was offered in an attempt to reach an agreement with the House, which has three times rejected additional money for the rebels.

'Shape Up or Ship Out' on NATO

Meanwhile, Senator Sam Nunn of Georgia proposed to withdraw a

Strict U.S. Ruling to Slash Profits Of Banks That Lent to Argentina

By ROBERT A. BENNETT

Some versions of the flat tax would call for graduated levels with the wealthier generally paying more.

But the officials said the flat tax had been eliminated after White House officials noted that Mr. Reagan had not yet endorsed it.

Aversion to Being Specific

"We're not going to endorse a specific flat tax bill," said Representative Trent Lott, the Mississippi Republican who is chairman of the party's platform committee. "We are going to endorse tax reform leading to a fairer and simpler tax code. I don't think the Republican platform should be that specific."

Some Republicans have also been urging Mr. Reagan to propose an increase in the current \$1,000 personal income tax exemption, a change that would result in a tax cut for most Americans and would particularly benefit lower-income taxpayers. Supporters of the change have argued that it would make good political sense for Mr. Reagan to endorse such a proposal before the November election, possibly in the party platform, to counter Democratic charges that Mr. Reagan's 1981 tax cut favored the wealthy.

The Republicans were not alone in haggling over a platform. Drafters of the Democratic document today voted down two proposals by backers of Senator Gary Hart. Meanwhile, former Vice President Walter F. Mondale announced that he would interview Mayor Tom Bradley of Los Angeles as a prospective running mate. [Page A20].

Another matter of potential controversy for Republican platform writers is the push by some conservatives for linking the value of American currency to the price of gold. Mr. Lott said he was uncertain how the platform would



United Press International

SYMBOLIC PRESENT: President Reagan at the White House with a baby elephant named Jayathu, meaning "victory." The animal, which will be donated to the National Zoo, was a gift from President J. R. Jayewardene of Sri Lanka, who is in the United States on a state visit. The elephant, symbol of the Republican Party, is also the symbol of Sri Lanka's ruling party.

Moscow's Hostile Mood

Gromyko Believed to Be Playing Key Role Bolstering Chernenko's Conservative Tone

By JOHN F. BURNS

Special to The New York Times

MOSCOW — In the four months since Konstantin U. Chernenko became the Soviet leader, the Kremlin has settled into a hostile mood of a kind that has rarely been seen since the height of the cold war 30 years ago.

News Analysis

Recent weeks have seen a sharp turning inward, a curtailment of ties with the West and a resort to something approaching rudeness in dealing with official visitors who have sought a return to compromise.

Little is known about the workings of the Kremlin under Mr. Chernenko, but

strong instincts of the kind associated with conservative Russian leaders.

Apparently his views are reinforced in the current climate by those of Foreign Minister Andrei A. Gromyko, who has emerged as the most powerful figure around Mr. Chernenko. Those attitudes include suspicion of the West, a rigid pride in the Soviet Union and a quick hostility toward anything seen as denigrating or threatening.

Chernenko's Choices in Retrospect

In retrospect, there seems little doubt that Mr. Chernenko, 72 years old,

and his cabinet purposes without the prior approval of Congress. The Senate rejected a similar proposal last April by a vote 59 to 38.

The Senate then rejected, 58 to 38, a proposal to provide \$8 million to wind down the operations of rebels in Nicaragua seeking the overthrow of the Sandinista Government. The measure, introduced by Senator Daniel K. Inouye, Democrat of Hawaii, was offered in an attempt to reach an agreement with the House, which has three times rejected additional money for the rebels.

'Shape Up or Ship Out' on NATO

Meanwhile, Senator Sam Nunn of Georgia prepared to submit a wide-ranging amendment on Tuesday intended to force North Atlantic Treaty Organization allies to bolster their contributions to West European defense.

"It's shape up or ship out time for NATO," Mr. Nunn, the senior Democrat on the Armed Services Committee, said in a blistering attack on the alliance's combat readiness.

The two actions by the Senate today today as it continued debate on the \$230 billion military authorization bill for 1985 represented votes of confidence in President Reagan, but placed it on a collision course with the House, which overwhelmingly approved similar measures this month.

Moynihan Backs Measure

Last April the Senate approved an additional \$21 million for covert operations in Nicaragua this year and the Senate Intelligence committee has approved \$28 million more for the fiscal year beginning Oct. 1. Central Intelligence Agency officials have told the Congressional intelligence committees that the money for the covert opera-

A bill given final approval by the State Legislature yesterday would let New York City's ambulance crews refuse to take anyone to the hospital if emergency care was found unnecessary.

The decision by the crews would be made under the direction of emergency-room physicians over ambulance radio.

Without debate, the State Assembly approved the measure, which exempts New York City from a state law under which anyone who calls for an emergency ambulance can insist on being taken to the hospital, whether or not his condition requires it.

Mayor Koch had sought the exemption to free ambulances for patients facing life-threatening emergencies.

Victor Botnick, a top mayoral assistant for health affairs, said that the legislation had been cleared with the State Department of Health and that the city expected Governor Cuomo to sign it into law. The State Senate approved the measure last month.

"The change would go a long way toward reducing the city's overall ambulance response time and thus save lives," Mr. Botnick said.

Dr. Alexander Kuehl, head of the city's Emergency Medical Service, said, "It will make ambulances avail-

Continued on Page B20, Column 1

INSIDE

Tax Curb on Computers

House and Senate conferees limited tax benefits for personal computers and luxury cars used by both businesses and individuals. Page D1.

Accord on Acid Rain

Key legislators in Albany announced an agreement on a program to help curb acid rain in New York State over the next decade. Page B5.

Around Nation	A12	Going Out Guide	C14
Art	C13	Letters	A26
Books	C14, C17	Music	C16, C18
Bridge	C17	Obituaries	B10
Business Day	D1-37	Op-Ed	A27
Campaign Notes	A20	Science Times	C1-11
Chess	C18	Sports Pages	A21-25
Commentary	C17	Style	B6

with an 11 percent decline in the Dow Jones industrial average over the same period. Much of the decline in bank stocks, he said, could be attributed to the Latin American debt crisis.

Many bankers also said they favored

Continued on Page D27, Column 1

linking the value of American currency to the price of gold. Mr. Lott said he was uncertain how the platform would treat the call for a gold standard.

Among the Republican conservatives pushing for these and other

Continued on Page A29, Column 3

sought a return to compromise.

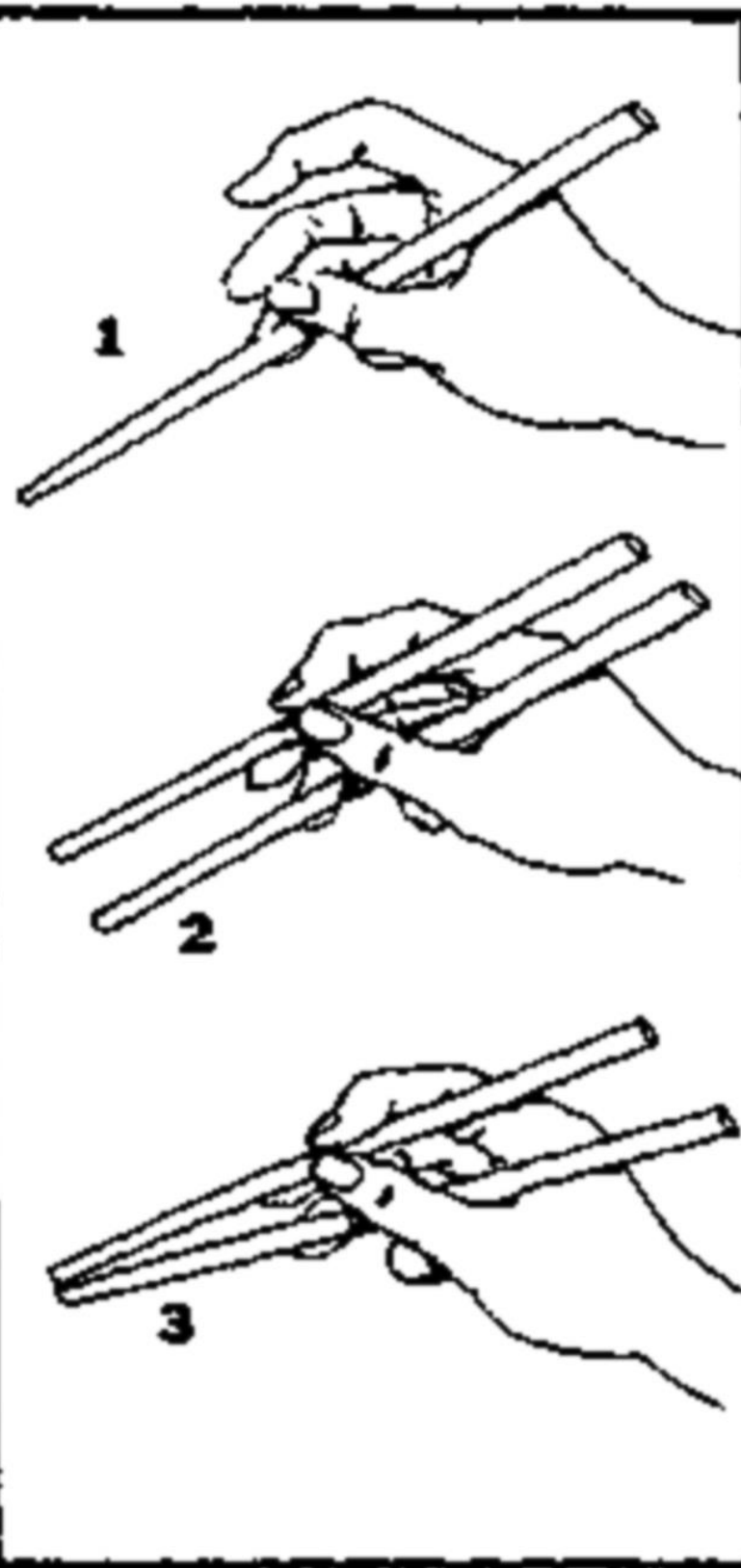
Little is known about the workings of the Kremlin under Mr. Chernenko, but one view among Western diplomats is that the mood owes at least something to the character of the new Soviet leader, a peasant's son from Siberia, who has shown over the years that he has

In retrospect, there seems little doubt that Mr. Chernenko, 72 years old, was chosen to succeed Yuri V. Andropov because a group associated with Defense Minister Dmitri F. Ustinov and Mr. Gromyko wished to protect their power against inroads that might have come from a leader drawn from the younger generation.

This has led some diplomats to say that Mr. Chernenko is a weak leader, offering little but a temporary chairmanship to a group of powerful party barons like Mr. Gromyko, each dominant in his policy domain.

Western diplomats who have dealt with Mr. Gromyko over the years say they have never before seen him so abrupt. His exchanges with visitors have left no doubt about his backing for the attitudes prevailing in the Kremlin. One view is that the 74-year-old Mr.

Continued on Page A6, Column 3



The New York Times/Earuyoshi Yamaguchi

Wrong ways to use chopsticks include crossing sticks, above, and left, handling them like shovel. The purist's approach is: (1) hold lower stick stationary in crook of thumb, supported by ring finger; (2) with index finger, middle finger and thumb, hold upper stick loosely, moving it like a lever (3).

Fumbled Chopsticks and the Future of Japan

By CLYDE HABERMAN

Special to The New York Times

TOKYO, June 18 — Chopsticks have become too much to handle for many Japanese.

If some experts in this country are right, a fast-growing number of people, most of them young, cannot properly use an implement so basic that it is virtually a symbol of Asia.

A college professor who has studied the situation says that well over one-

sticks, or hashi, as they are called in Japanese.

The Tokyo Police Department has grown concerned enough to give recruits a crash course in chopstick use and etiquette. "We can't convince them to use chopsticks properly unless we tell them logically that using the hands is good for their brains and things like that," a police inspector said.

In Tokyo's bustling Shinjuku sec-

kets now stock "trainer chopsticks," plastic devices with loops to show youngsters where to put their fingers. According to the manufacturer, Tohoku Kako, sales started to rocket late last year and now approach 10,000 pairs a day.

"We expect our business to continue to do well," said Hiroyasu Ito, the company's sales director. "Our target population — 3 to 8 years old — is as large as 8 million."

A longtime staff writer at The New Yorker has described how in nonfiction articles over the years he invented characters, rearranged events and composed conversations in search of "a larger reality."

His comments set off a stir in the normally placid halls of the magazine and a debate in journalistic circles.

"In reporting with some accuracy, at times we have to go much further than the strictly factual," the writer, Alistair Reid, said. "Facts are part of the perceived whole."

Mr. Reid's techniques — which he says make his articles truthful in spirit if not in every detail — came to light yesterday in a front-page article in The Wall Street Journal. He described departures from factual reporting that would violate the practices of most respected newspapers and magazines.

A bar he described in Barcelona, he now says, was not really there. Spanish villagers were talking who did not

Congressional that the mone- tions is near- House Intellig found that the current \$24 mi- tion on such million.

"The time h a most human the contras," ate, using the are generally k

Senator Dan- crat of New Yo the Intelligenc the measure t tion in Nicara activity has st of its effective

But Senator- lican of Wyo-

Continued

A Writer for The New York Times He Created Composites

By MAUREEN DOWD

place. And a grandniece.

Asked about William Shawn responded and believed Mr. R stood. He adde fact practiced would be "a m

"If he placed where it sho shouldn't have said.

"He underst Shawn said. fact presented

"Letter

In an interv his remarks in Joanne Lipma torted his mea man's piece is hazards of be rather than the Several

"All the News
That's Fit to Print"

The New York Times

Late Edition

Weather: Mostly cloudy, humid, chance of showers today; clear tonight. Mostly sunny, warm and less humid tomorrow. Temperatures: today 85-90, tonight 63-67; yesterday 65-73. Details, page C12.

VOL. CXXXIII . . No. 46,080

Copyright © 1984 The New York Times

NEW YORK, TUESDAY, JUNE 19, 1984

66 cents beyond 10 miles from New York City, except on Long Island.

30 CENTS



The New York Times / Gene Krutwick

ZOELLER WINS U.S. OPEN: Fuzzy Zoeller after sinking a 68-foot putt for a birdie at the Winged Foot course in Mamaroneck, N.Y. He defeated Greg Norman of Australia by a record 8 shots in an 18-hole playoff. Page A21.

Strict U.S. Ruling to Slash Profits Of Banks That Lent to Argentina

By ROBERT A. BENNETT

G.O.P. AIDES NOTE SIGNS OF DISPUTE ABOUT PLATFORM

White House Plan for Smooth
Convention Ruffled by Talk
of Potential Outbursts

By STEVEN R. WEISMAN

Special to The New York Times

WASHINGTON, June 18 — White House plans for a smooth Republican convention in August are being ruffled by talk of potential platform disputes between conservatives and moderates, Reagan Administration and campaign officials said today.

Officials connected with President Reagan's re-election campaign said that a preliminary draft of the platform contained a call for a "flat tax," a favorite idea of Republican conservatives. Under it, all taxpayers would pay Federal income taxes at the same rate. Some versions of the flat tax would call for graduated levels with the wealthier generally paying more.

But the officials said the flat tax had been eliminated after White House officials noted that Mr. Reagan had not yet endorsed it.

Aversion to Being Specific

"We're not going to endorse a specific flat tax bill," said Representative Trent Lott, the Mississippi Republican who is chairman of the party's platform committee. "We are going to endorse tax reform leading to a fairer and simpler tax code. I don't think the Republican platform should be that specific."

Some Republicans have also been



United Press International

SYMBOLIC PRESENT: President Reagan at the White House with a baby elephant named Jayathi, meaning "victory." The animal, which will be donated to the National Zoo, was a gift from President J. R. Jayewardene of Sri Lanka, who is in the United States on a state visit. The elephant, symbol of the Republican Party, is also the symbol of Sri Lanka's ruling party.

SENATE BARS LIMIT ON MILITARY ROLE IN LATIN AMERICA

TWO PROPOSALS DEFEATED

Kennedy Measure Would Have
Barred Troop Use Without
Approval by Congress

By MARTIN TOLCHIN

Special to The New York Times

WASHINGTON, June 18 — The Republican-controlled Senate tonight rejected two Democratic proposals to curtail United States military involvement in Central America.

The Senate rejected 61 to 31 a proposal by Senator Edward M. Kennedy, Democrat of Massachusetts, to prohibit use of United States armed personnel in or over Nicaragua or El Salvador for combat purposes without the prior approval of Congress. The Senate rejected a similar proposal last April by a vote 59 to 38.

The Senate then rejected, 58 to 38, a proposal to provide \$8 million to wind down the operations of rebels in Nicaragua seeking the overthrow of the Sandinista Government. The measure, introduced by Senator Daniel K. Inouye, Democrat of Hawaii, was offered in an attempt to reach an agreement with the House, which has three times rejected additional money for the rebels.

'Shape Up or Ship Out' on NATO

Meanwhile, Senator Sam Nunn of Georgia prepared to submit a wide-

"All the News
That's Fit to Print"

The New York Times

Late Edition
Weather: Mostly cloudy, humid, chance of showers today; clear tonight. Mostly sunny, warm and less humid tomorrow. High: today 85-90, tonight 63-65; low: today 65-73. Details, page C12.

VOL. CXXXIII . . No. 46,080

Copyright © 1984 The New York Times

NEW YORK, TUESDAY, JUNE 19, 1984

68 cents beyond 75 miles from New York City, except on Long Island.

30 CENTS



1975

1985

1995

2005

2015

Total daily paid circulation

20 40 60 80 100 120 (million)

G.O.P. AIDES NOTE SIGNS OF DISPUTE ABOUT PLATFORM

White House Plan for Smooth Convention Ruffled by Talk of Potential Outbursts

By **ANDREW R. WEISMAN**
Special to The New York Times

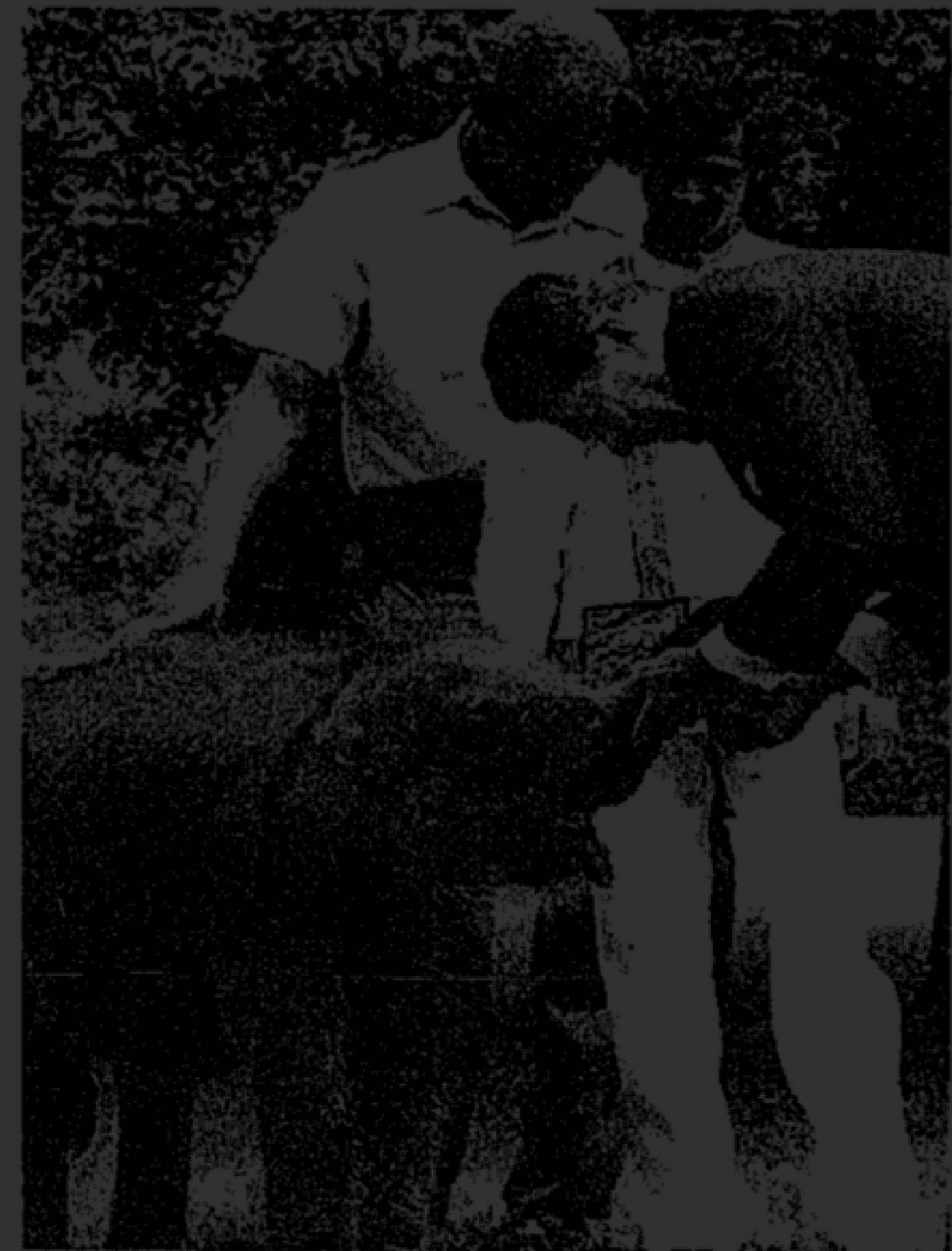
WASHINGTON, June 18 — White House plans for a smooth Republican convention in August are being ruffled by talk of potential platform disputes between conservatives and moderates, Reagan Administration and campaign aides said today.

A source connected with President Reagan's re-election campaign said an preliminary draft of the platform contained a call for a "flat tax," a favorite idea of Republican conservatives. Under it, all taxpayers would pay Federal income taxes at the same rate. Some versions of the flat tax would call for graduated levels with the wealthier generally paying more.

But the officials said the flat tax had been eliminated after White House officials noted that Mr. Reagan had not yet endorsed it.

Aversion to Being Specific

"We're not going to endorse a specific flat tax bill," said Representative Trent Lott, the Mississippi Republican who is chairman of the party's platform committee. "We are going to endorse tax reform leading to a fairer and simpler tax code. I don't know if the Republican platform should endorse that specific."



SYMBOLIC PRESENT: President Reagan at the White House with a baby named after the meaning of the annual, which will be donated to the National Endowment for Democracy by R. Jayewardene of Sri Lanka, who is in the United States on a state visit. The elephant, symbol of the Republican Party, is also the symbol of Sri Lanka's ruling party.

SENATE BARS LIMIT ON MILITARY ROLE IN LATIN AMERICA

TWO PROPOSALS DEFEATED

Kennedy Measure Would Have Barred Troop Use Without Approval by Congress

By **MARTIN TOLCHIN**
Special to The New York Times

WASHINGTON, June 18 — The Republican-controlled Senate tonight rejected two Democratic proposals to curtail United States military involvement in Central America.

The Senate rejected 61 to 31 a proposal by Senator Edward M. Kennedy, Democrat of Massachusetts, to prohibit use of United States armed personnel in or over Nicaragua or El Salvador for combat purposes without the prior approval of Congress. The Senate rejected a similar proposal last April by a vote of 59 to 38.

The Senate then rejected, 58 to 38, a proposal to provide \$8 million to wind down the operations of rebels in Nicaragua seeking the overthrow of the Sandinista Government. The measure, introduced by Senator Daniel K. Inouye, Democrat of Hawaii, was offered in an attempt to reach an agreement with the House, which has three times rejected additional money for the rebels.

"Shape Up or Ship Out" on NATO

Meanwhile, Senator Sam Nunn of Georgia prepared to submit an addi-

ZOELLER WINS U.S. OPEN: Fuzzy Zoeller after a birdie at the Winged Foot course in Mamaroneck, N.Y., on Monday. Norman of Australia by a margin of 1 stroke.

Strict U.S. Ruling to Slash Profits Of Banks That Lent to Argentina

By **ROBERT A. BENNETT**

A number of the nation's major Federal Reserve System and the

"All the News
That's Fit to Print"

The New York Times

Late Edition
Weather: Mostly cloudy, humid, chance of showers today; clear tonight. Mostly sunny, warm and less humid tomorrow. Forecast: today 85-90, tonight 63-68, Monday 65-73. Details, page C12.

VOL. CXXXIII . . No. 46,080

NEW YORK, TUESDAY, JUNE 15, 1984

68 cents beyond 75 miles from New York City. Postage paid at New York, N.Y., and at additional mailing offices.

30 CENTS



1975

1985

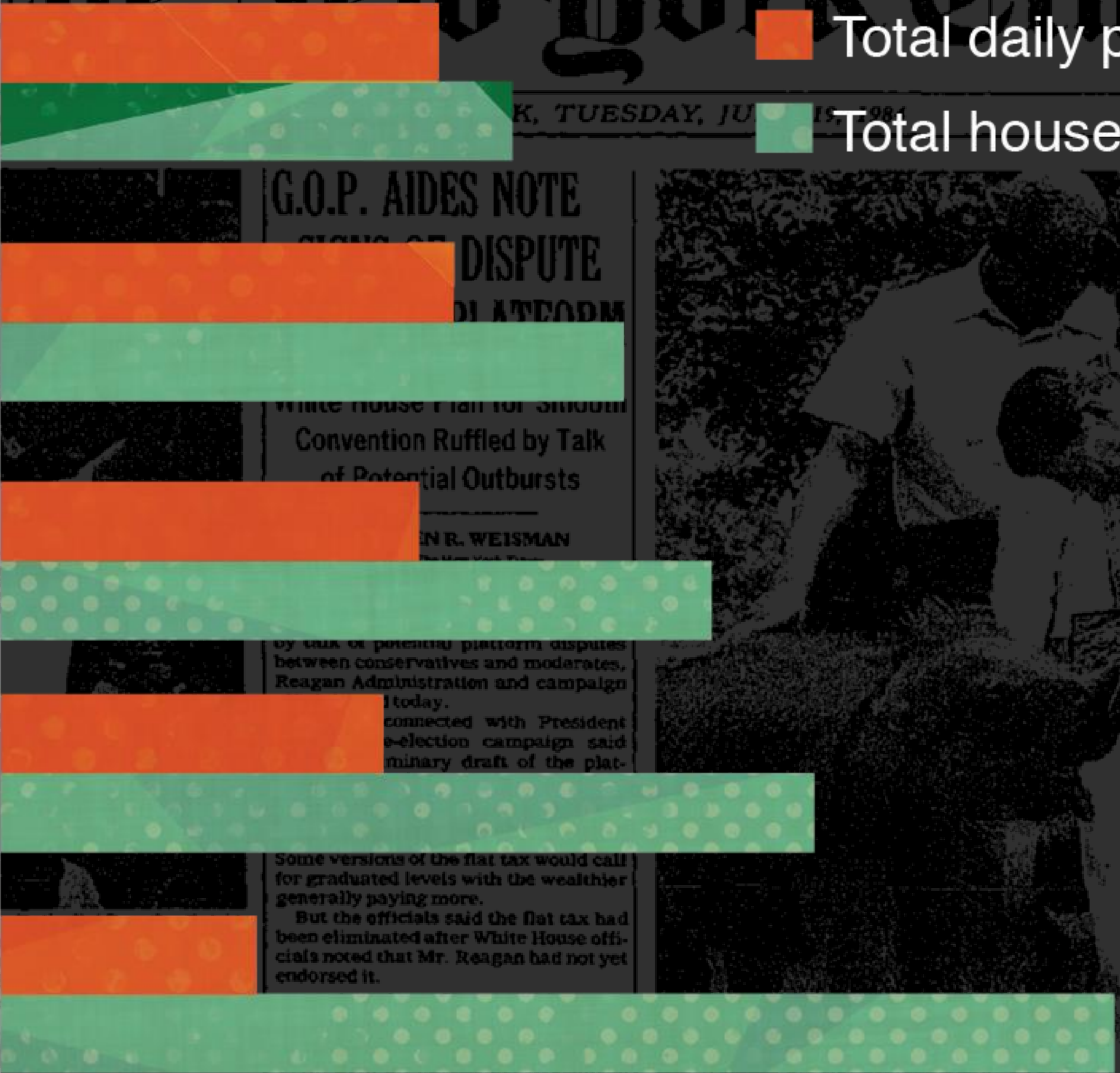
1995

2005

2015

Total daily paid circulation

Total households



ZOELLER WINS U.S. OPEN: Fuzzy Zoeller after a birdie at the Winged Foot course in Mamaroneck, N.Y., holds Norman of Australia by a nose in an 18-hole playoff.

G.O.P. AIDES NOTE SIGNS OF DISPUTE

White House Plan for Smooth Convention Ruffled by Talk of Potential Outbursts

By R. WEISMAN

by talk of potential platform disputes between conservatives and moderates, Reagan Administration and campaign today. A spokesman connected with President Reagan's re-election campaign said today that a preliminary draft of the platform

Some versions of the flat tax would call for graduated levels with the wealthier generally paying more.

But the officials said the flat tax had been eliminated after White House officials noted that Mr. Reagan had not yet endorsed it.



SYMBOLIC PRESENT: President Reagan at the White House with a baby named after the meaning of the annual, which will be donated to the National Endowment for Democracy. R. Jayewardene of Sri Lanka, who is in the United States on a state visit, the elephant, symbol of the Republican Party, is also the symbol of Sri Lanka's ruling party.

SENATE BARS LIMIT ON MILITARY ROLE IN LATIN AMERICA

TWO PROPOSALS DEFEATED

Kennedy Measure Would Have Barred Troop Use Without Approval by Congress

By MARTIN TOLCHIN
Special to The New York Times

WASHINGTON, June 18 — The Republican-controlled Senate tonight rejected two Democratic proposals to curtail United States military involvement in Central America.

The Senate rejected 61 to 31 a proposal by Senator Edward M. Kennedy, Democrat of Massachusetts, to prohibit use of United States armed personnel in or over Nicaragua or El Salvador for combat purposes without the prior approval of Congress. The Senate rejected a similar proposal last April by a vote of 59 to 36.

The Senate then rejected, 58 to 38, a proposal to provide \$8 million to wind down the operations of rebels in Nicaragua seeking the overthrow of the Sandinista Government. The measure, introduced by Senator Daniel K. Inouye, Democrat of Hawaii, was offered in an attempt to reach an agreement with the House, which has three times rejected additional money for the rebels.

"Shape Up or Ship Out" on NATO

Meanwhile, Senator Sam Nunn of Georgia prepared to submit a addi-

Strict U.S. Ruling to Stop Of Banks That Lent to Argentina

By ROBERT A. BENNETT

20 40 60 80 100 120 (million)

Peak of newspapers
1984

1700 daily papers,
63 million daily circulation

Estimated Blogs
2015

50 million blogs,
800 million daily page views

YouTube Video
2015

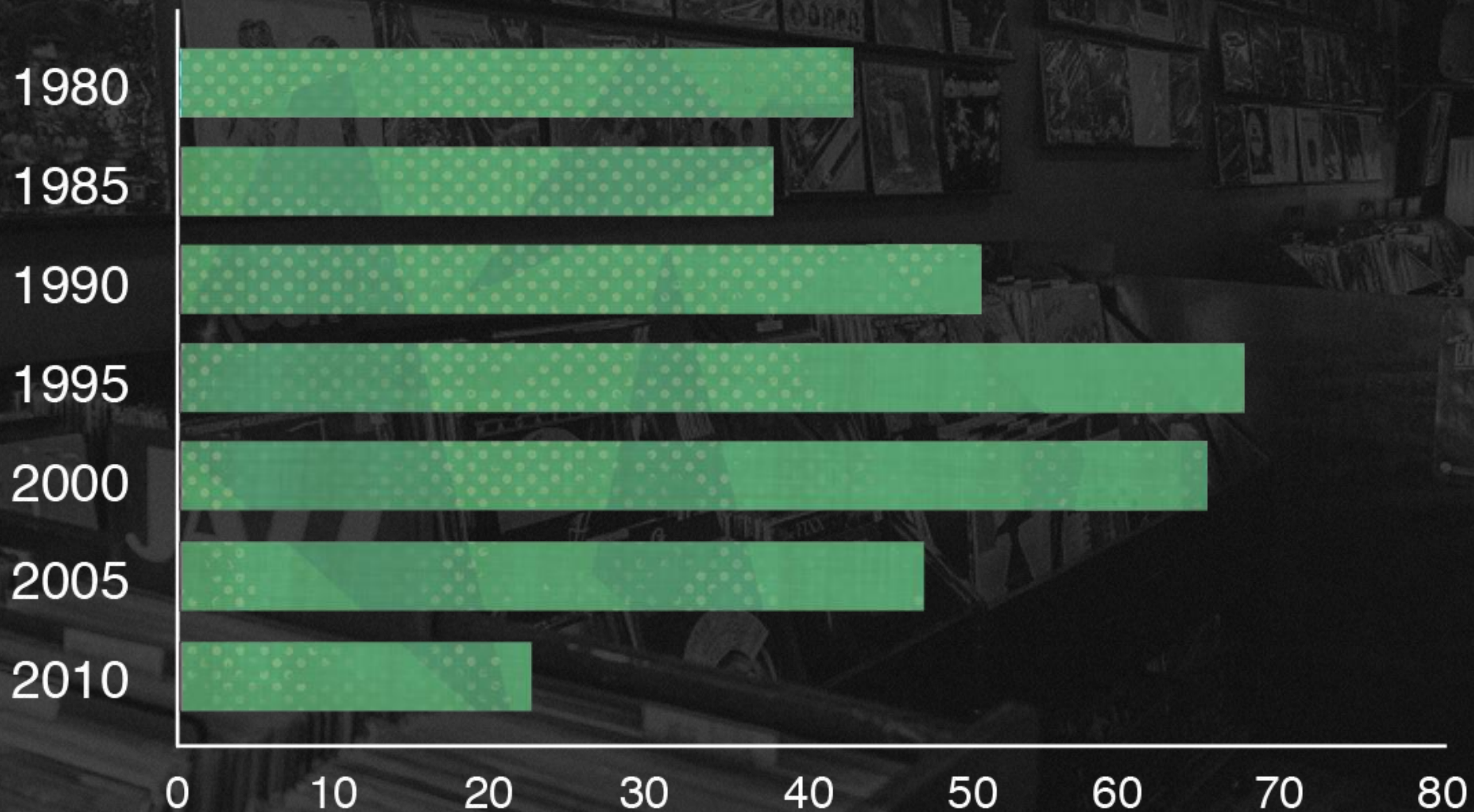
300 hours uploaded per minute,
4 billion daily views

Social Media
2015

6000 tweets sent per second,
5 billion pieces of content shared on Facebook daily

Peak Album: 1999

Music industry annual revenue, billions of dollars



Peak Album: 1999

Total albums sold
2000

785 million

Total albums sold
2014

250 million

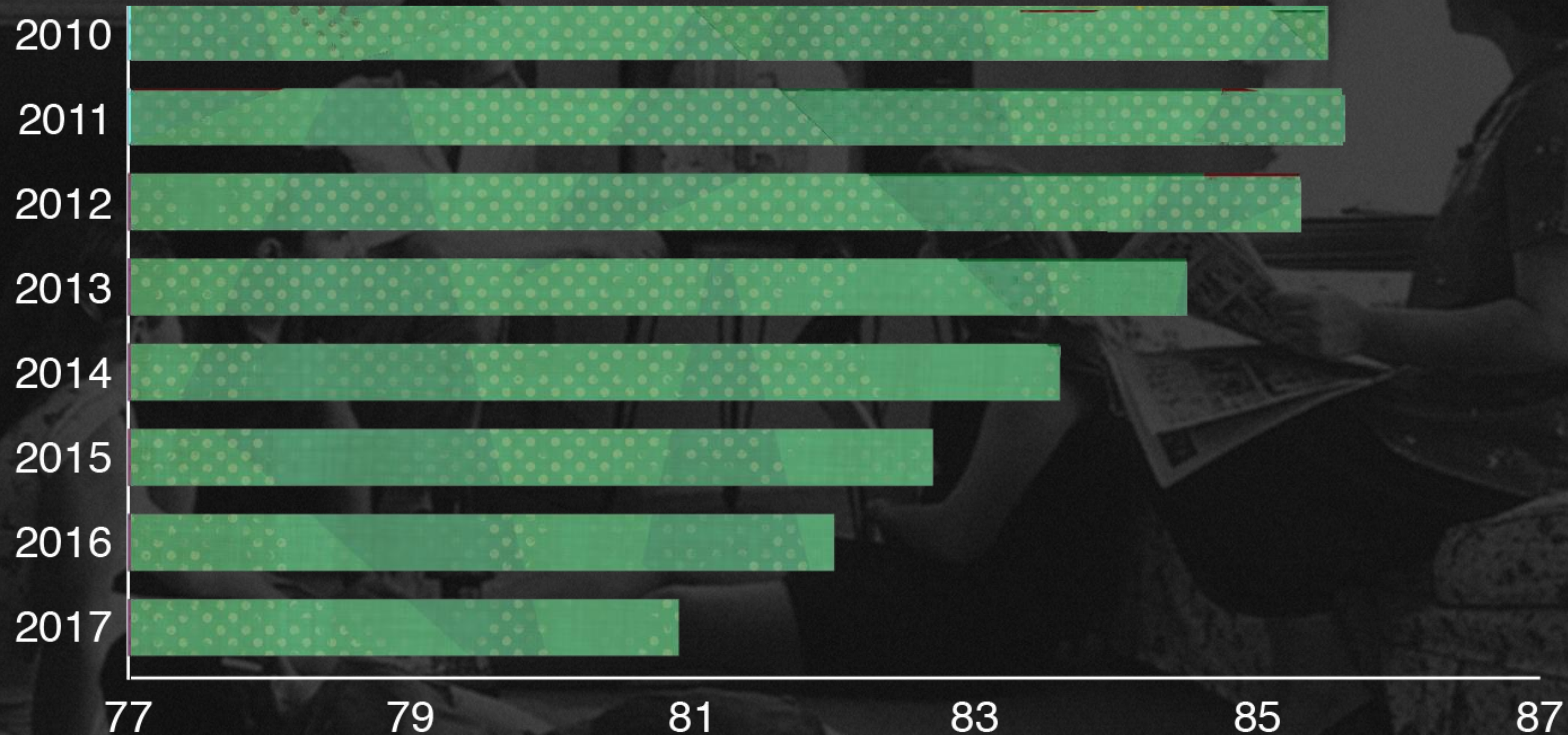
Total albums streamed
2014

Spotify

60 billion

Peak of Cable TV: 2011

Percentage of American households subscribing to pay cable TV



Peak of Cable TV: 2011

-200k
Cable TV
subscribers

+5 million
Netflix subscribers

Q1 2015



This is becoming a generalized process.



UBER

5 Years:
More Ubers than Yellow Taxis in NYC.





4 Years:
More daily rooms worldwide than Hilton.



Welcome to
MyHeart Counts
A Cardiovascular Health Research Study

24 Hours:
ResearchKit produced more signups than
previously took 50 medical centers an entire year.

Swipe to preview

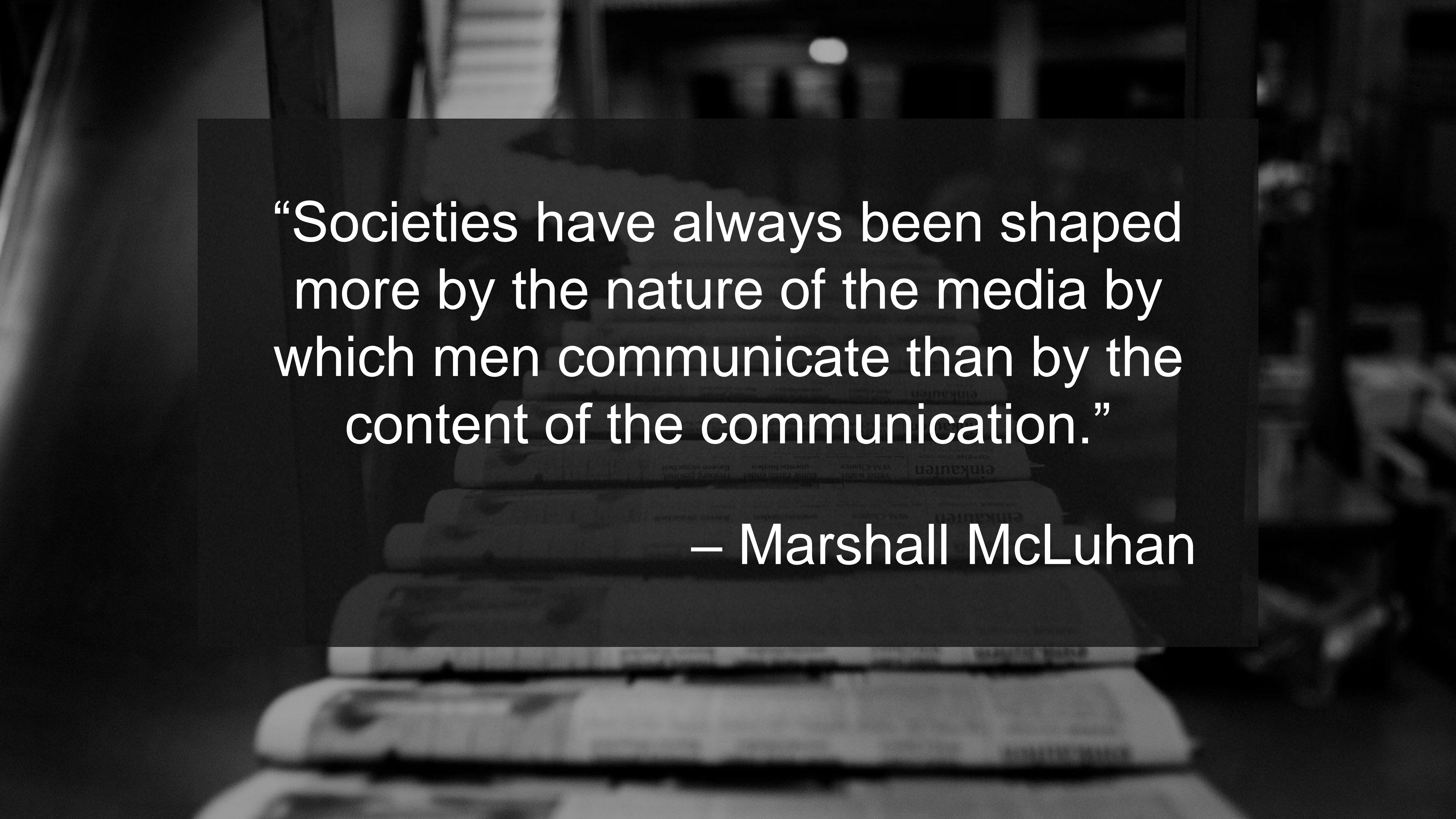


Join Study

Already Participating?

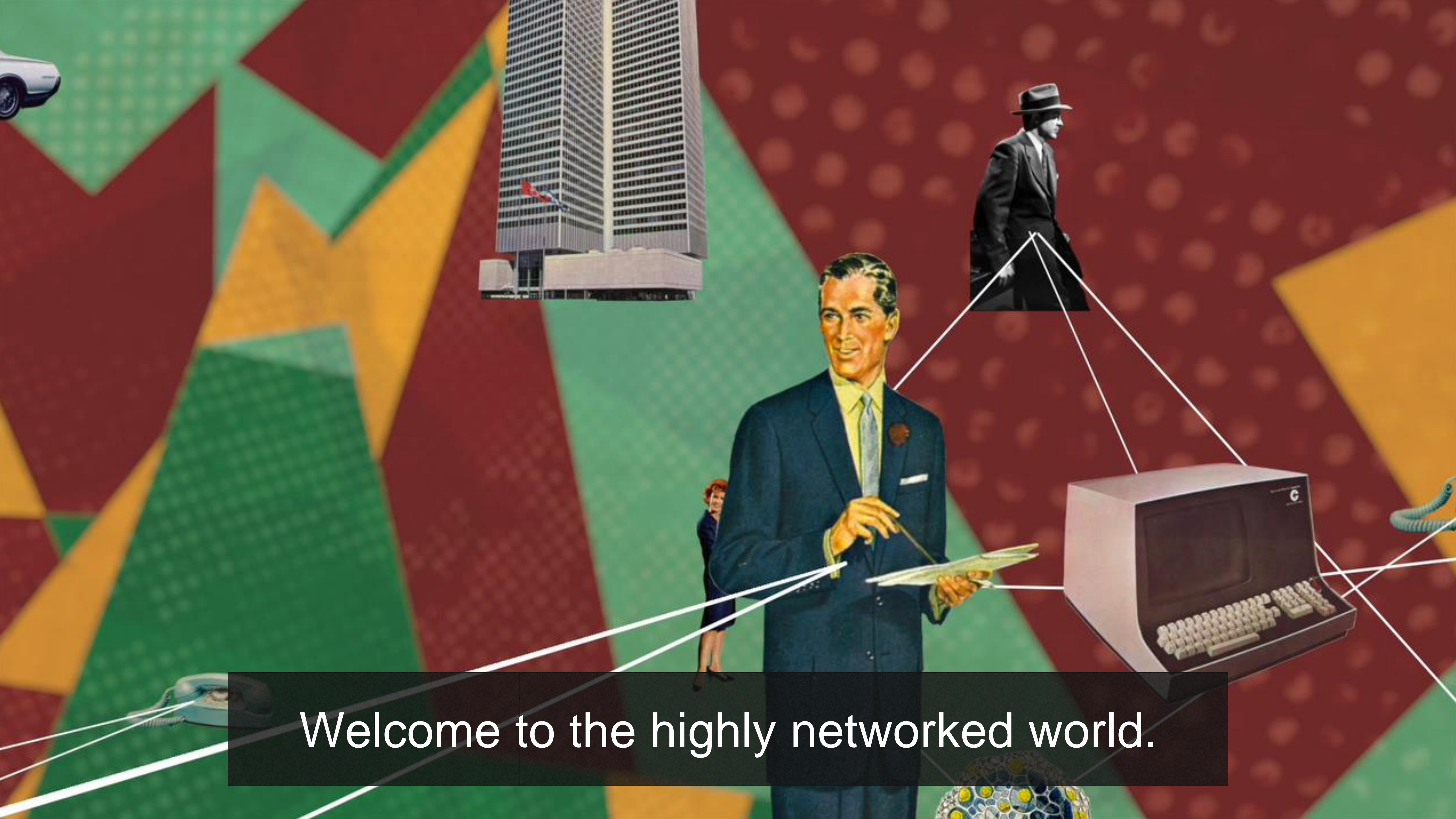


iMo

A stack of old, worn books is visible in the background, slightly out of focus. The books have various titles and colors, suggesting a library or a collection of literature. The overall atmosphere is dark and intellectual.

“Societies have always been shaped more by the nature of the media by which men communicate than by the content of the communication.”

– Marshall McLuhan



Welcome to the highly networked world.





Applicatae Programmus Interfacie
The API

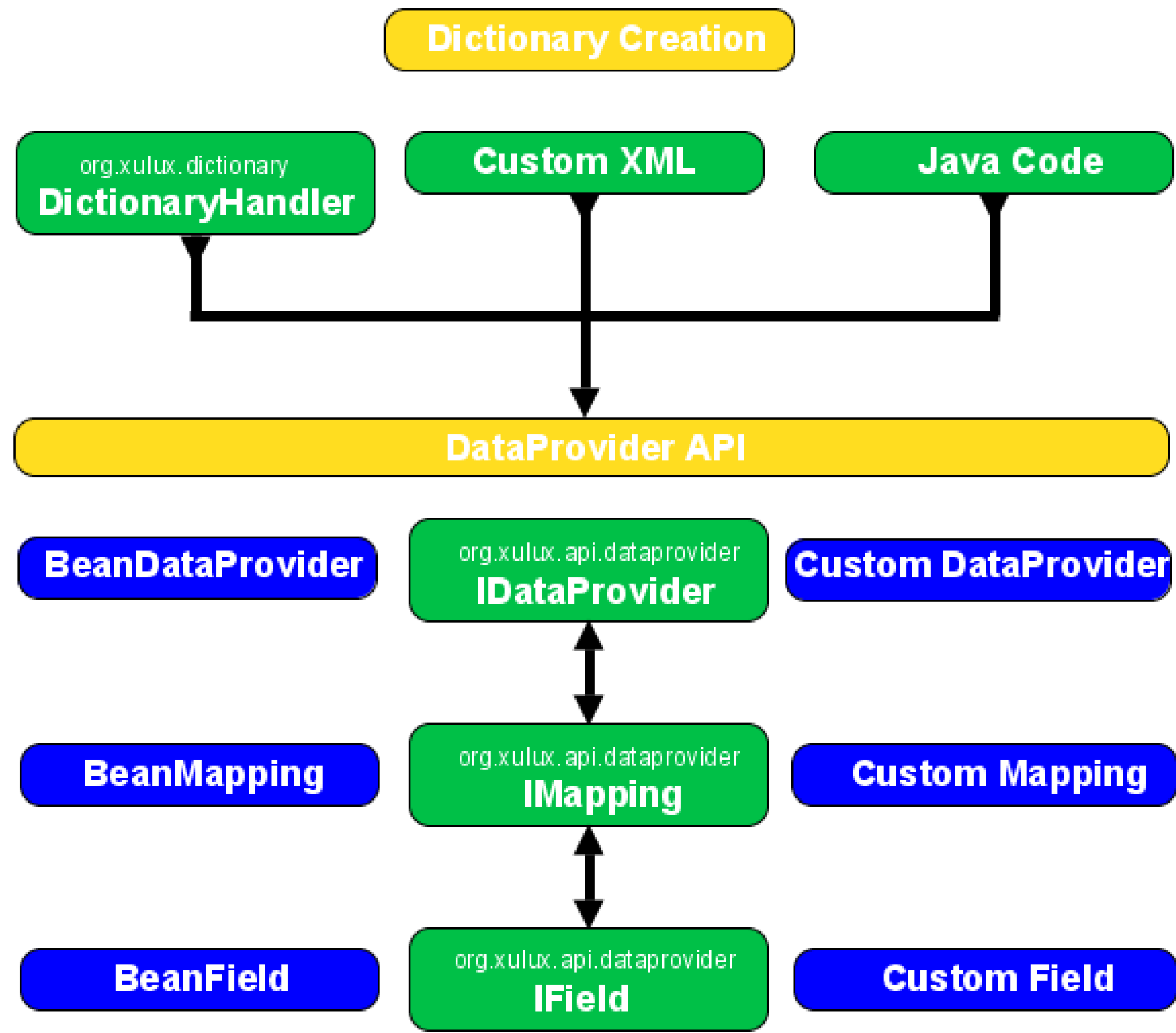
API

(Application Programming Interface)



API

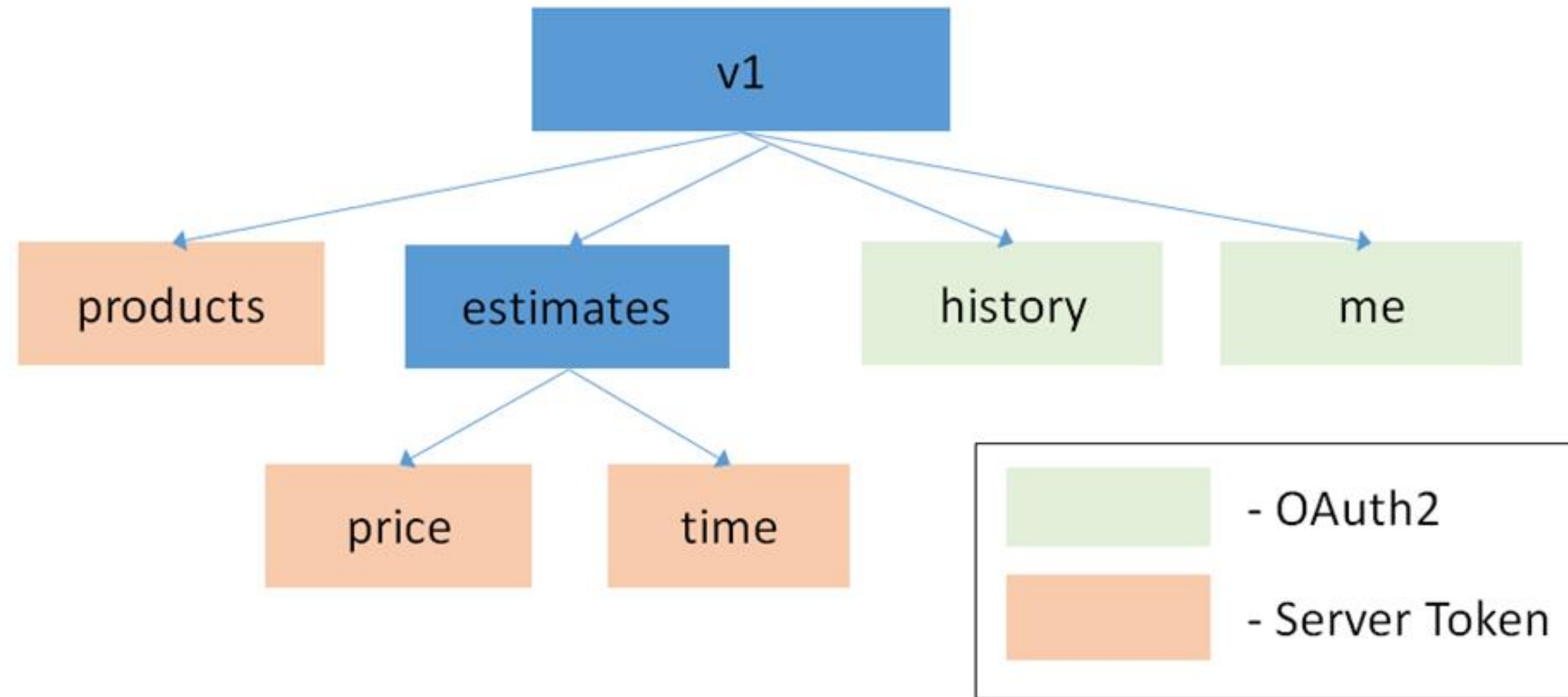




API

(Application Programming Interface)

Uber API – URI Space



API

(Application Programming Interface)

The background is a vibrant, abstract composition of overlapping triangles in shades of pink, green, and teal. Some triangles have a fine dotted pattern. Silhouettes of hands are scattered across the scene: one in the top left, one in the top center, and a larger one in the bottom right. A dark, semi-transparent rectangular box is centered in the middle of the image, containing the title text.

Tracking the API

A Spotter's Guide

The background features a complex geometric pattern of overlapping triangles and polygons in various shades of green and yellow. Some areas have a fine dotted texture. At the top, two stylized hand icons are visible: one on the left pointing downwards and one on the right pointing upwards.

APIs eat away the line between producers and consumers.



59



Verizon 3G 10:47 AM

Cancel UBER



385 Ivy Street, San Francisco, CA
94102, USA
Brent, (513) 208-2714

Arriving Now



Share



SHIRT CONNECTED TO JACKET,
NO SHIRT SLEEVE NEEDED



ZIPPER HIDDEN BEHIND
BUTTON PLACKET DOWN
THROUGH FLY



FALSE SLEEVE



SHIRT CONNECTED TO
PANT AT WAIST





**KEEP OUT
AUTHORIZED
PERSONEL
ONLY**

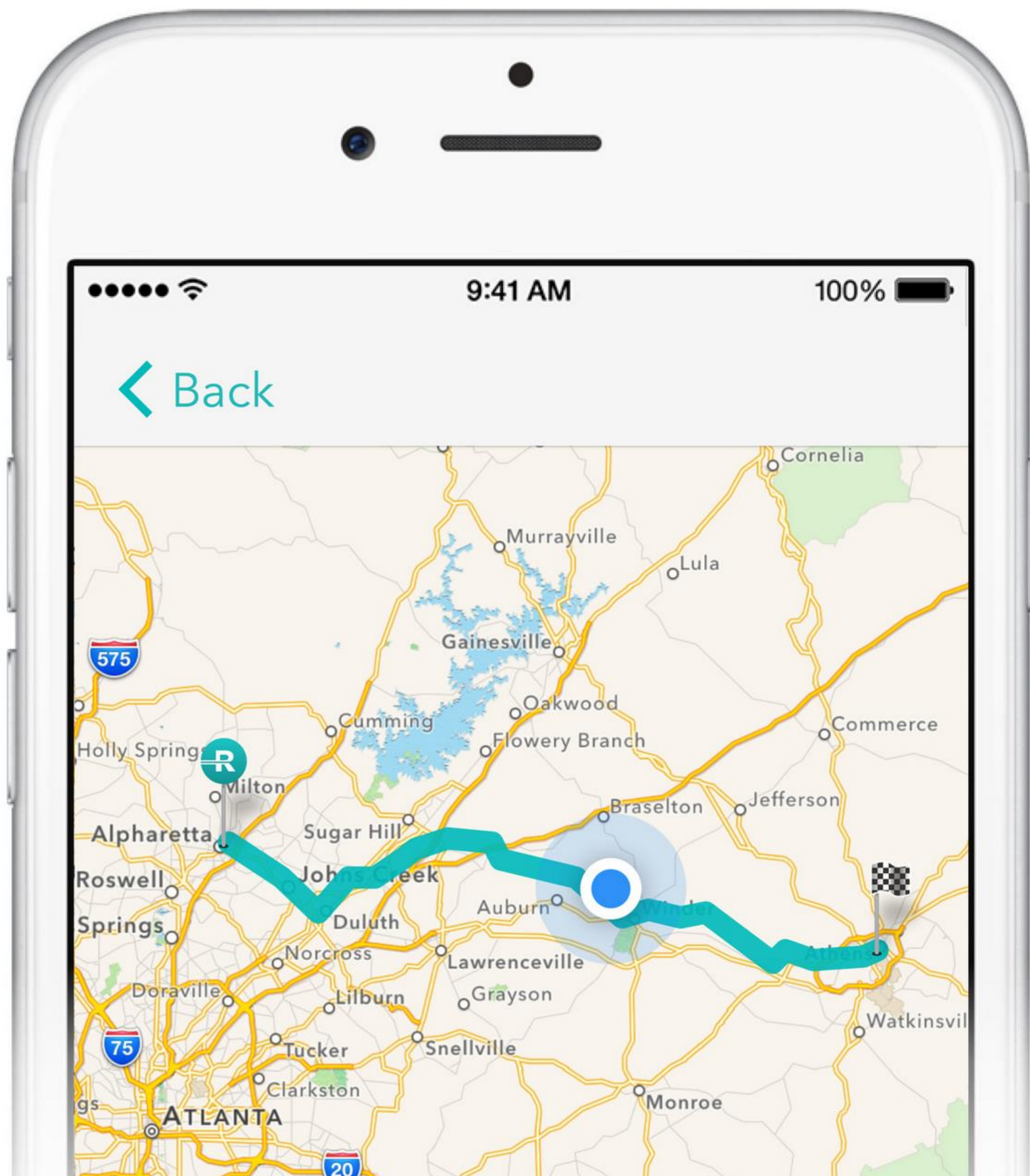


APIs find new uses for old resources.



WAFFLE HOUSE

WAFFLE HOUSE



ROADIE

Beta

Track Your Stuff

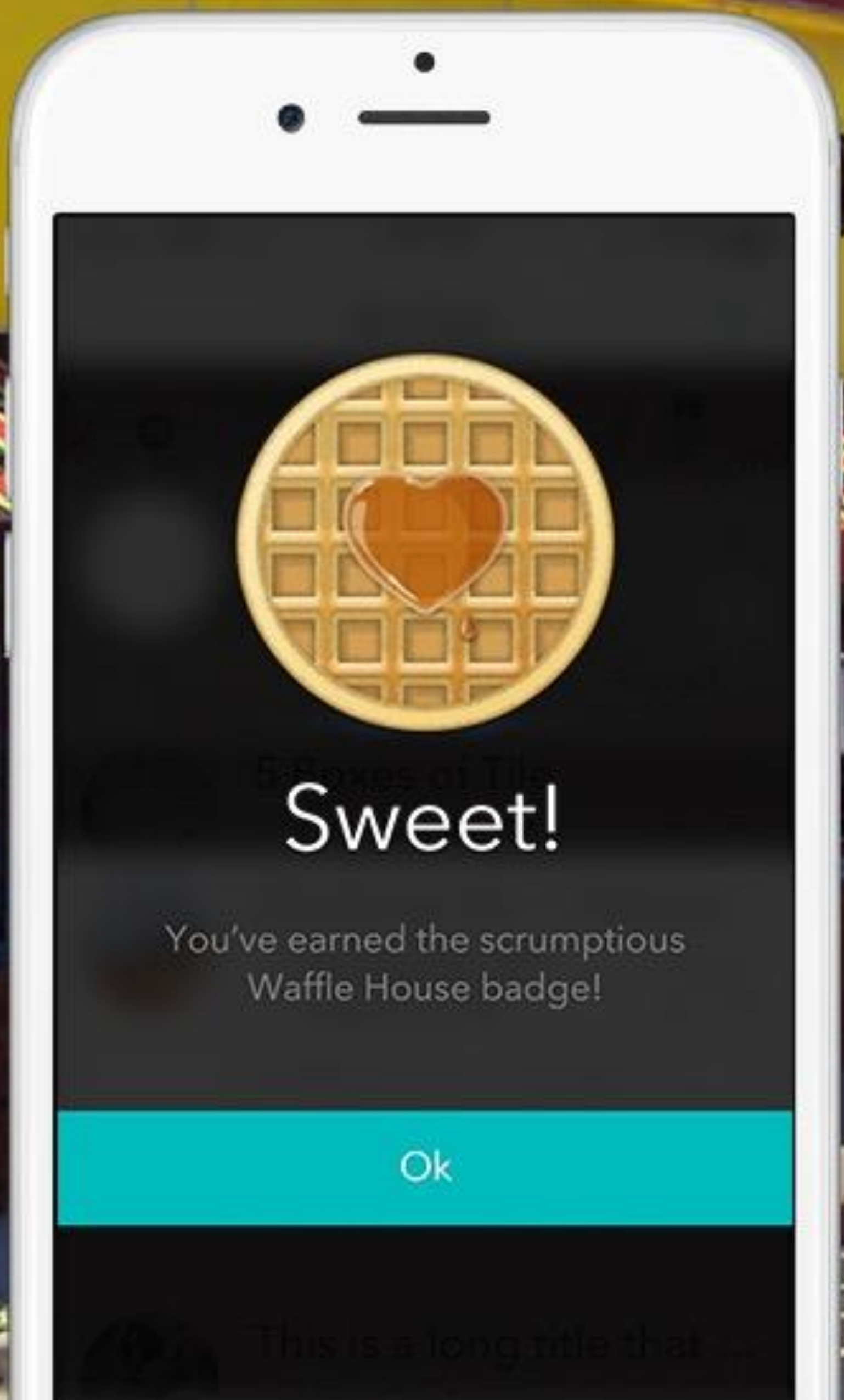
Keep an eye on your precious cargo with near real-time tracking in the Roadie app. You'll know where your stuff is, and you can connect with your driver along the way. Easy, right?

WAFFLE HOUSE

7044

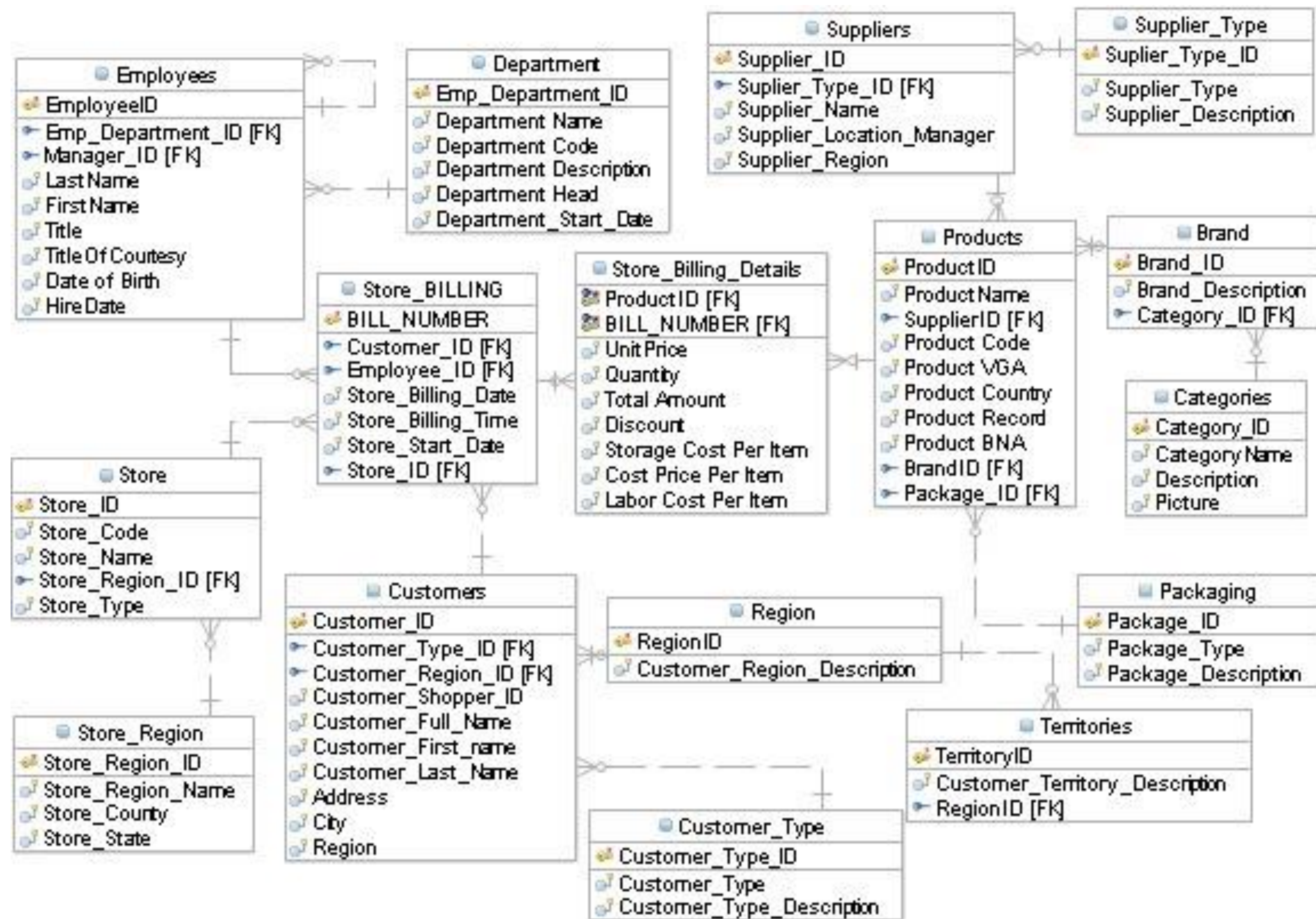


ROADIE





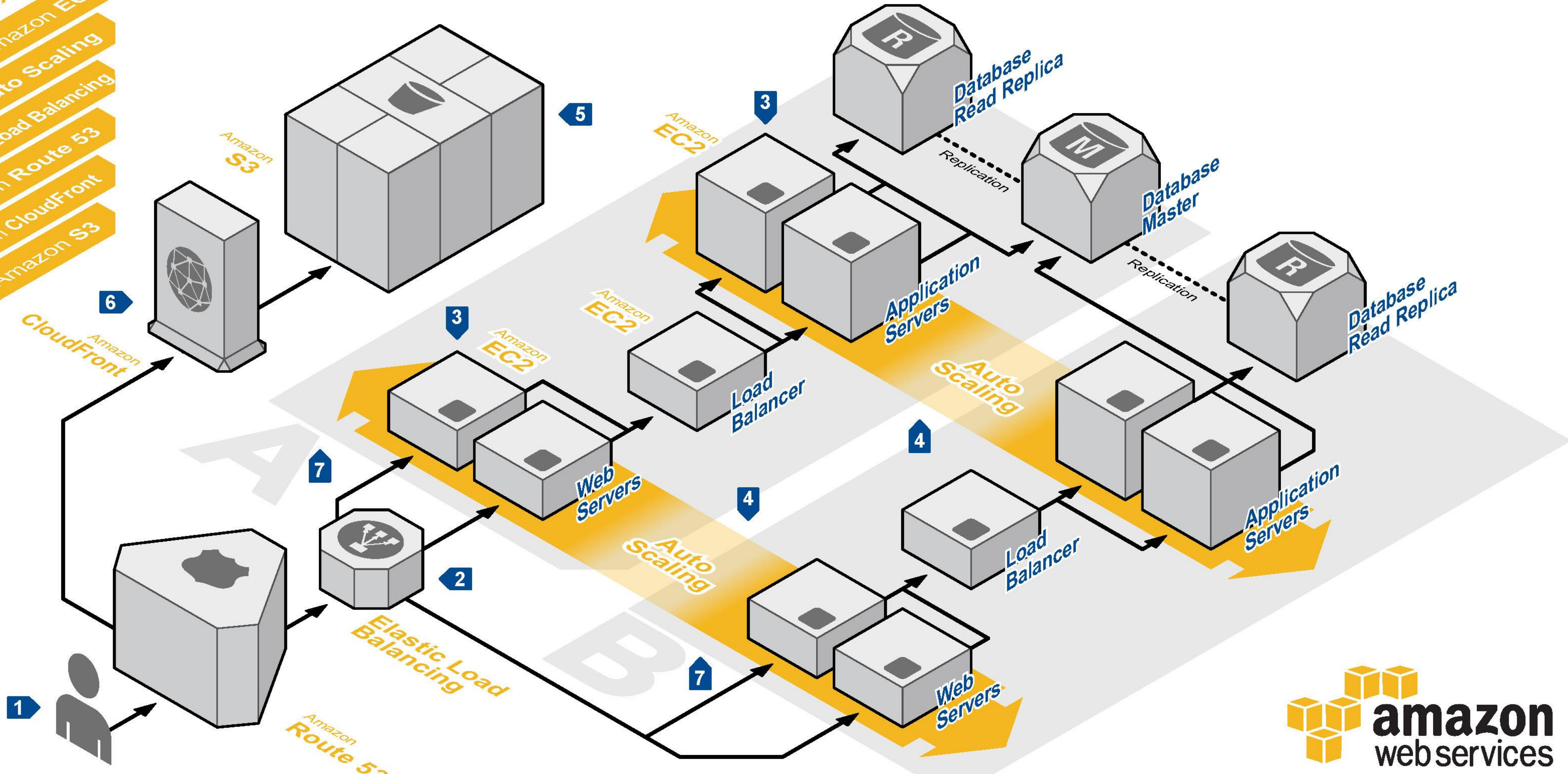
amazon



WEB APPLICATION HOSTING

Highly available and scalable web hosting can be complex and expensive. Dense peak periods and wild swings in traffic patterns result in low utilization rates of expensive hardware. Amazon Web Services provides the reliable, scalable, secure, and high-performance infrastructure required for web applications while enabling an elastic, scale out and scale down infrastructure to match IT costs in real time as customer traffic fluctuates.

- AWS Reference Architectures
- Amazon EC2
- Auto Scaling
- Elastic Load Balancing
- Amazon Route 53
- Amazon CloudFront
- Amazon S3









APIs like working together in unexpected ways.



We may not be the biggest...
But we're the best!

MON-TUE
9:00AM-2:00AM

WED-THUR
9:00AM-1:00AM

FRI-SAT
9:00AM-2:00AM

SUN
9:00AM-1:00AM

HOME

ABOUT

FUN AT
THE BOWL

FOOD

BAR

PRO SHOP

SPECIALS

CALENDAR

PARTIES

LEAGUES

WHAT'S
NEW

CONTACT



About the Bowl



Our Location

UPCOMING EVENTS

Closed for Christmas

12/25 (All day)

Closed for Thanksgiving

11/28 (All day)

Closed for Thanksgiving

11/28 (All day)

[View full calendar](#)

FEATURED LINKS

[10 Reason to Go Bowling](#)

[School Fundraisers](#)

[Reserve a Lane](#)

OUR LOCATION

The Albany Bowl is conveniently located right on San Pablo Ave in Albany, only 2 blocks south of the El Cerrito Plaza BART station.

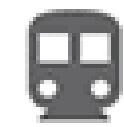
Check out the Google map below for details and directions:





3:42 PM from 2 Av

⤴ 20 min Every 6 min



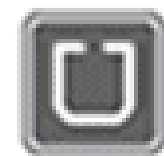
3:37 - 4:08 PM

30 min



3:40 PM from Bowery

⤴ 14 min Every 10 min



Uber

13 min

Pickup in 2 min

\$9-12

Estimate for uberX. Actual fare may vary.

Verizon LTE

11:09 AM

61%

CLOSE

MUSIC BY SPOTIFY



FEATURED

YOUR PLAYLISTS



WOMEN OF POP

Women of Pop
36 songs



BILLY JOEL PLAYLIST



Billy Joel - The Hits Playlist
47 songs



FOR
EVERY
YOUNG



CHILL OUT MUSIC

Chill Out Music





ASU Online

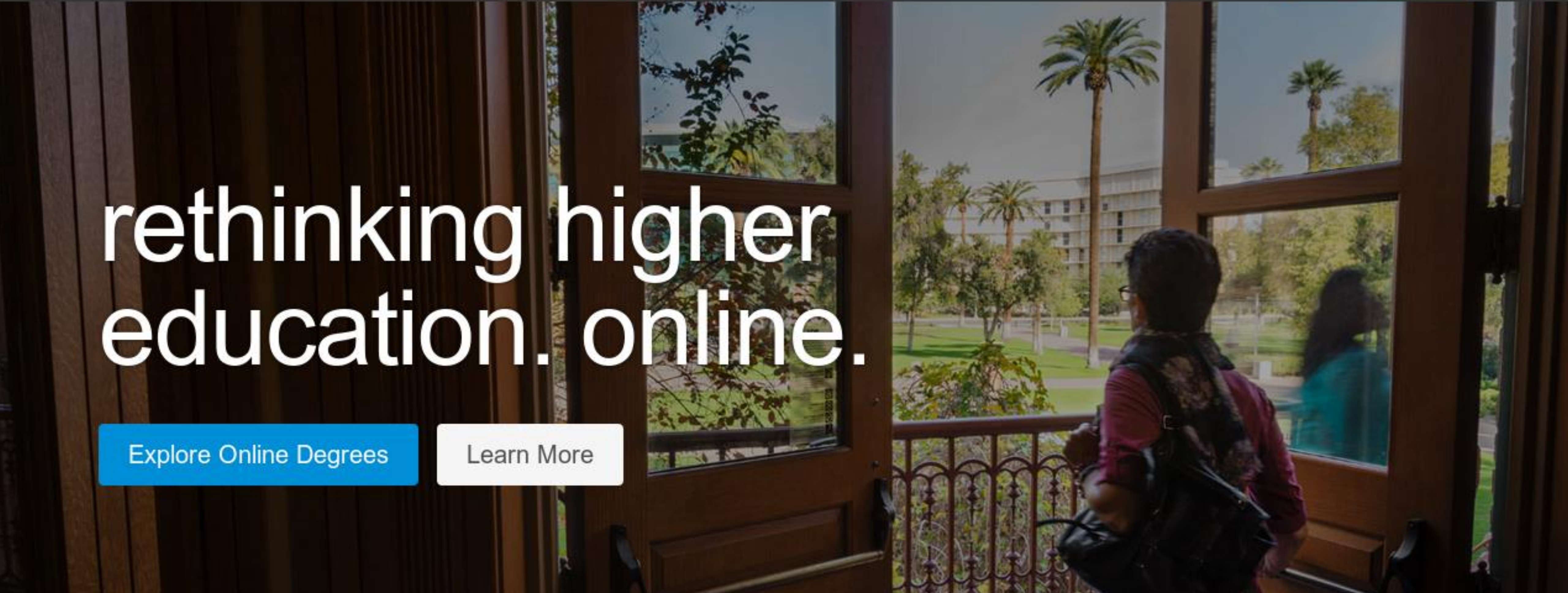
- [Home](#)
- [Online Degrees](#)
- [Why ASU Online?](#)
- [How it Works](#)
- [Cost](#)
- [Become a Student](#)
- [Student Resources](#)
- [About](#)

[Request Info](#)

rethinking higher education. online.

[Explore Online Degrees](#)

[Learn More](#)





APIs build on each other's work.

Q Delfina, 3621 18th Street, ... X

San Francisco

Lower Haight

Castro

Mission District

Castro

Mission Dolores

16th St

24th St

Cesar Chavez St

Dolores St

Guerrero St

Folsom St

Market St

Oak St

Fell St

8th St

9th St

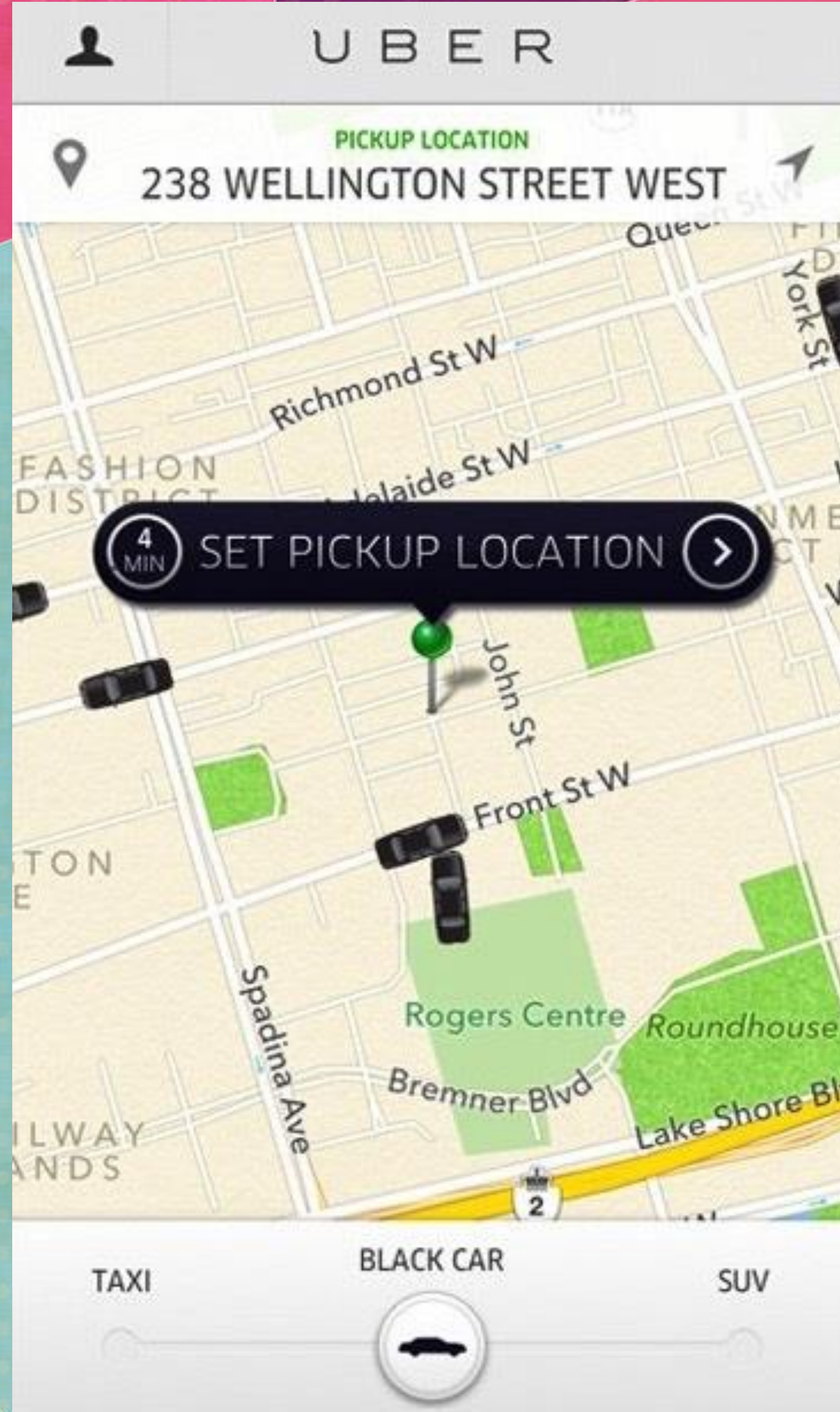
Google

Bernal

Delfina

27 / 30 600 reviews · \$49

43 min



☰ Search 16







SHOPPING IN 94103
Whole Foods Market

DEPARTMENT
Popular

WHOLE FOODS MARKET

NEXT AVAILABLE DELIVERY
Within 1 Hour

Favorites [View More](#)

 <p>365 Organic Mighty Multigrain Bread \$2.99 • 22 oz</p>	 <p>Avocado \$1.79 each</p>	 <p>Organic Banana \$0.40 • ~ 0.4 lbs</p>
 <p>Clover Organic Large Brown Cage Free Eggs</p>	 <p>Organic Bosc Pear \$1.73 • ~ 0.58 lbs</p>	 <p>Organic Large Gala Apple \$1.27 • ~ 0.424</p>

Direct from local farms within 48 hours of harvest

[Get Started](#)

3,162 Local Food Communities

2,001,014 Family Meals Made Possible

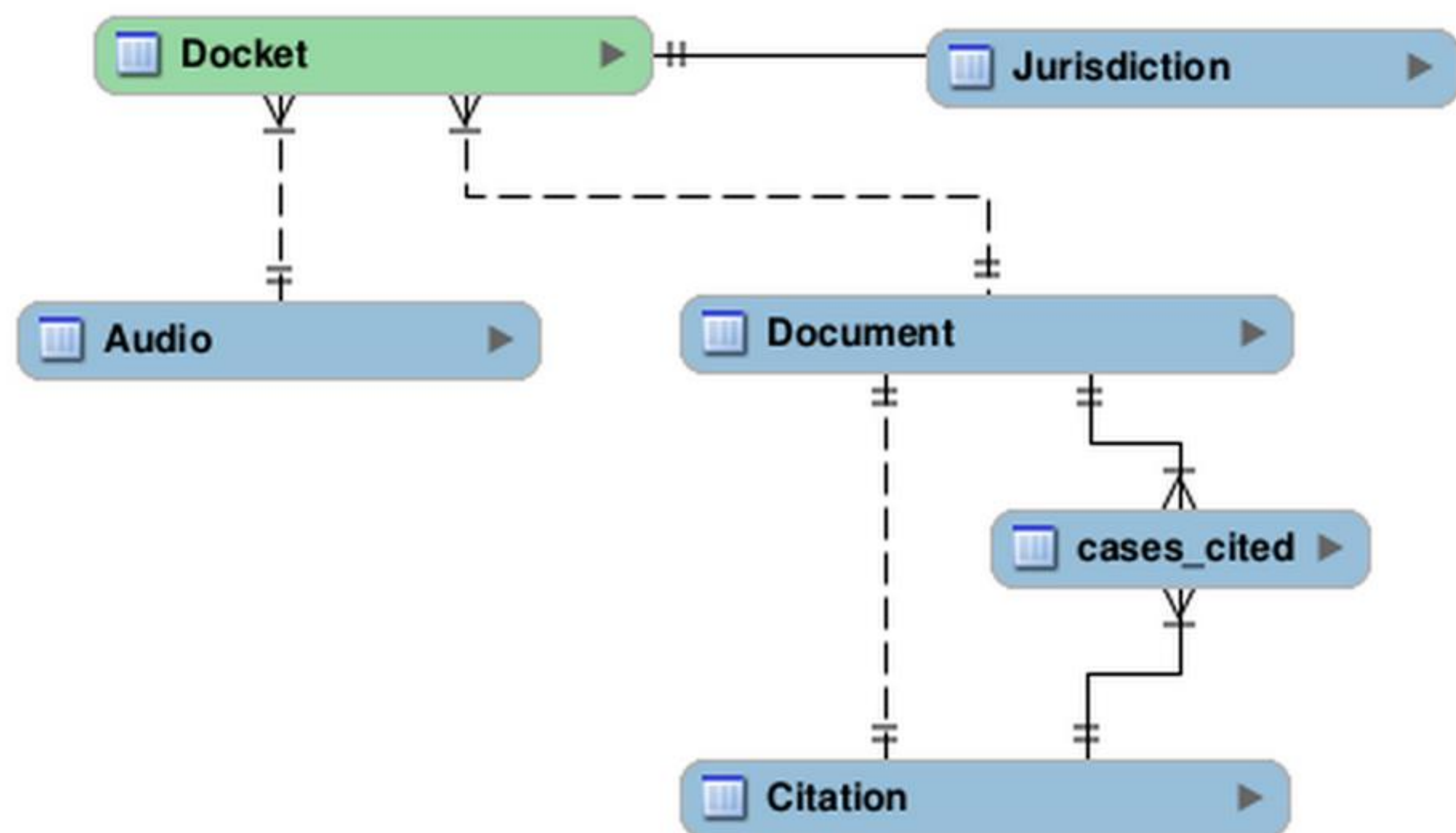
4 Producers Joining Weekly

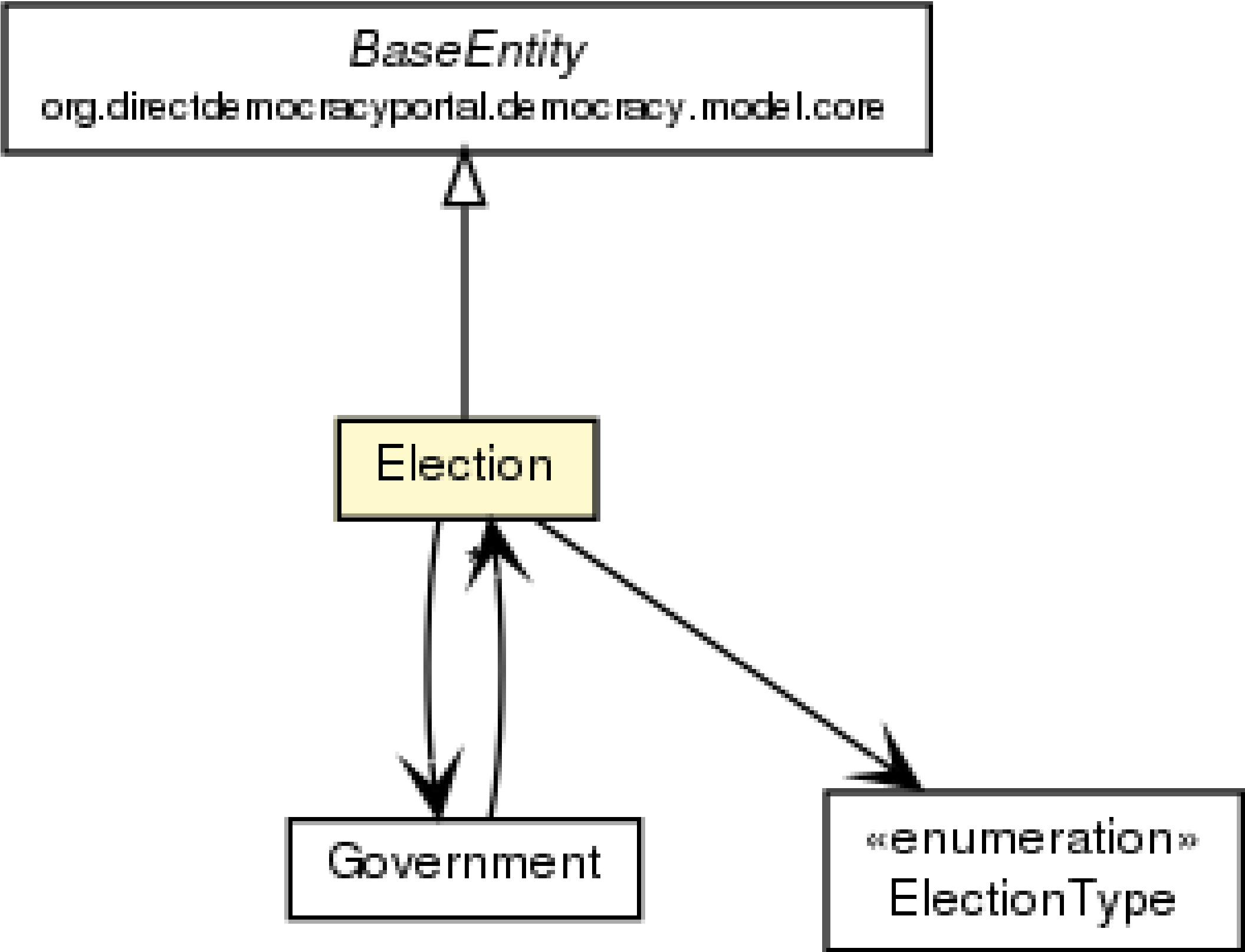
















Bureaucratus Magicae

The Competent Bureaucrat

Values user experience and efficiency

9
CASH ONLY

10
E-ZPass
NO CASH

9
Morgantown ←

9
Pittsburgh ↓

10
Murrysville ↗



PAID BY E-ZPASS

NO TOLL

\$69.99

Pay with your credit card at the toll plaza. No cash accepted.

2 weeks starting 1/1/18. Visit us at 800-288-2828.

PAY





The Competent Bureaucrat

Values user experience and efficiency

Strengths

- > *Acts on your behalf*
- > *Works with as much information as it has*

Weaknesses

- > *Acts on your behalf*
- > *Wants access to everything*



Negotiatori Verax

The Honest Merchant

Values short-term gain and personal choice

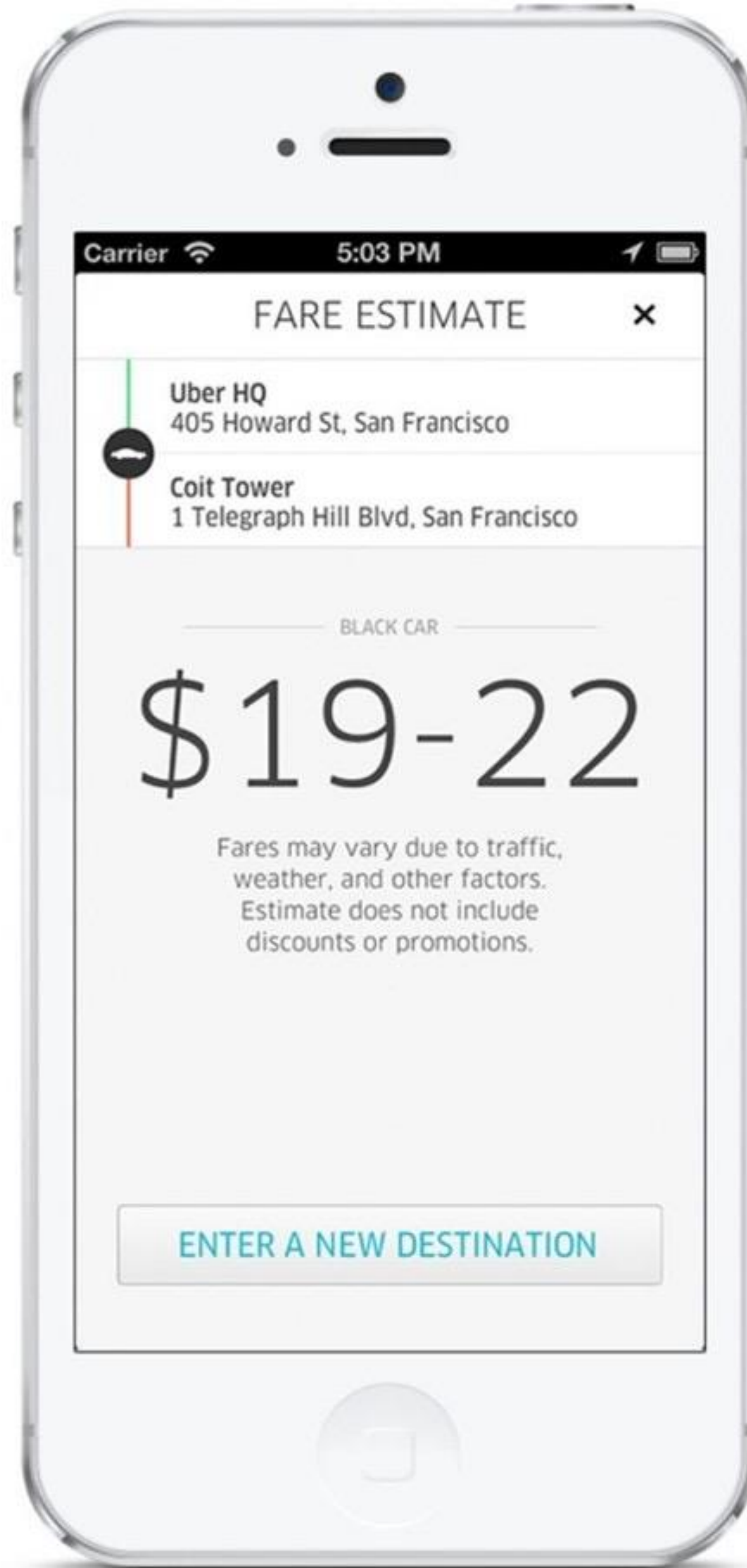
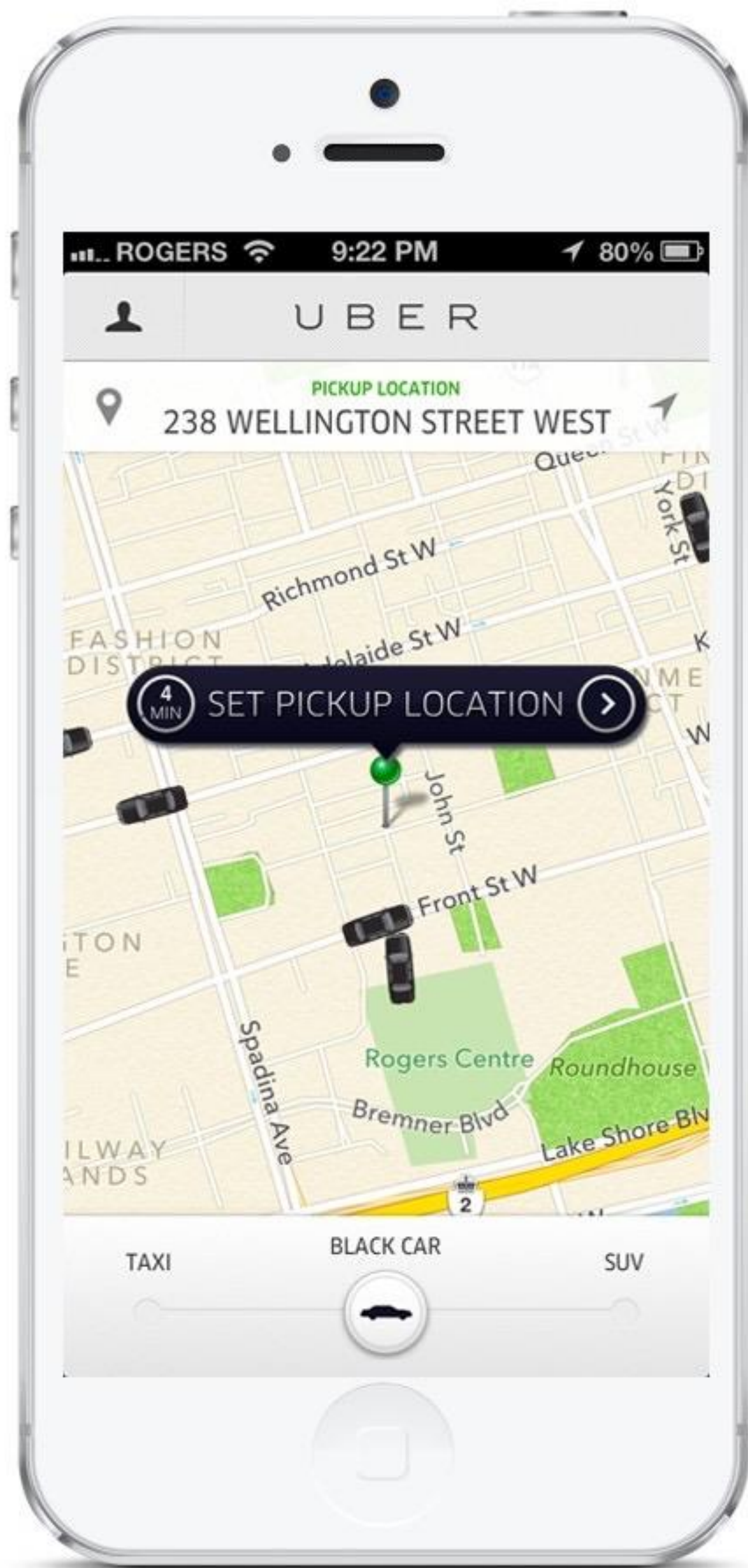


EDISON
PHONOGRAPHS
AND RECORDS

WEATHER STOP
FLATMEN STOP
LATHER STOP

TRISONS
SANTAL
TRISONS

FRATTS



3,968 XP



33



3,540



Fistful of ISO-8



150

\$1.99 USD

Wallet of ISO-8



500

\$4.99 USD

Box of ISO-8



1,100

\$9.99 USD

Vault of ISO-8



2,500

\$19.99 USD

Hangar of ISO-8



6,500

\$49.99 USD

Stark HQ full of ISO-8



15,000

\$99.99 USD

BACK

The Honest Merchant

Values short-term gain and personal choice

Strengths

- > *Supports most traditional business models*
- > *Familiar terms of service*

Weaknesses

- > *Implicitly higher transaction cost*
- > *Vulnerable to better experiences*

A stylized, abstract illustration of a tree with thick black branches and several black leaves. The background consists of overlapping geometric shapes in various shades of green and yellow. Some of the green areas have a pattern of small, light-colored dots. The overall style is modern and graphic.

Communitas Factorem

The Community Maker

Values collaboration and experimentation

Navigation icons: back, refresh, star, person, link, share.

trammell 1 hour

"Who is the Steven Steeseburg? Who is the Steven Steelsbergs? Who is Steven Speelsburg? Hello. Steven Speesburg, please."
<http://i.mp/91zOG3>

Navigation icons: messages, @, mail, search, more.

Aamir Khan film 3 Idiots breaks Bollywood records - BBC News:
 BBC NewsAamir Khan film 3 Idiots breaks Bollywood.. <http://bit.ly/6zVekj>

Sam Johnston 41m ago via Tweetie

2010 prediction standards w... by the end...

<http://www.flickr.com/photos/jer gotgotroch/4452246930/> #vector

Matt Mansfield 15h

Thx for pic! RT @kensands: #ona10 Do you know the way? To San Jose? @mattmansfield @kathfong, 2 great friends.
<http://plixi.com/p/53473747>

Navigation icons: share, check, flower, filter, edit.

Pod, Wi-Fi, 12:37 PM, battery icon.

twitterrific All Tweets

larger resources show up first in CFBundleIconFiles.

Craig Hockenberry 2m

Two of my favorite things: racing and design: <http://www.gestalten.com/motion/clipHiRes?id=122>

David Lanham 7m

it's like a giant slushie outside.. where'd I put my watermelon svrup?

AT&T, battery icon.

Menu

trama Trying Show Dogs 6 hours ago

twitter We have two weeks to fill these with awesome kids books for The Children's Book Project. I predict an overflow!
<http://flic.kr/p/7txrfb> 8 hours ago

Psychs back from vacation.

Search moby.to

ivanice Twittelator 24 mins

Whats à beter unit???? Da phone or THE berry

SelectorKeon Twittelator 26 mins

Live in the dance

Clean Air Status and Trends Network (CASTNET)

Land Use

- 27 Agric
- 1 Coastal/Marsh
- 3 Desert
- 40 Forest

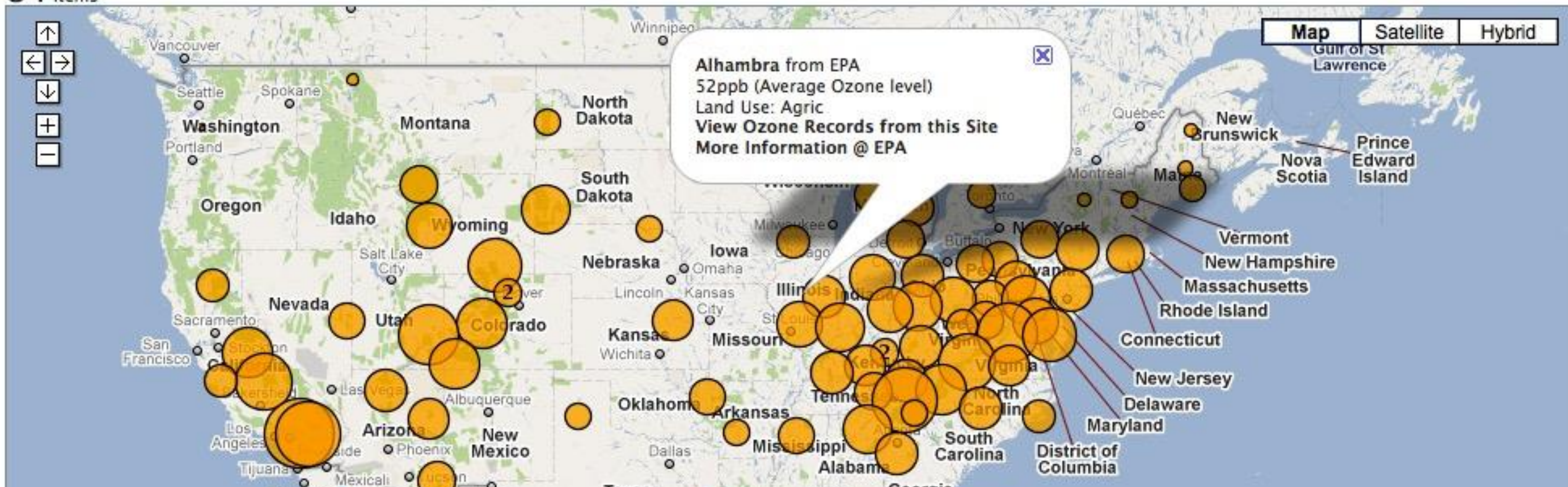
Terrain

- 37 Rolling
- 4 Mountaintop
- 1 Flat/Water
- 14 Flat

Agency

- 59 EPA
- 25 NPS

84 Items



The Community Maker

Values community and experimentation

Strengths

- > *Builds trust and good will*
- > *Accelerates community innovation*

Weaknesses

- > *Requires non-traditional forms of support*
- > *Prioritizes openness over ease-of-use*

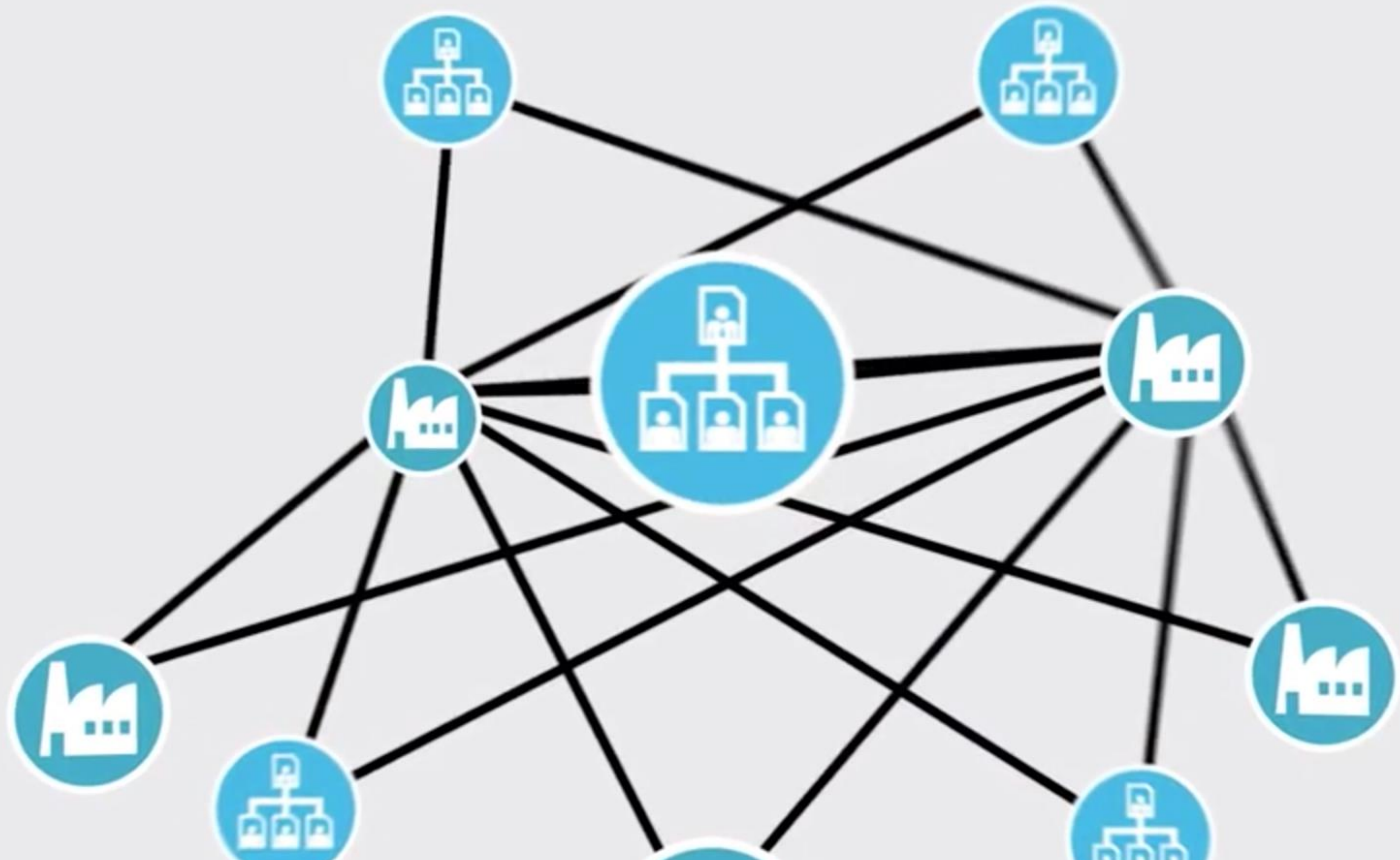


Tsjecus Tertius

The Secret Agent

Values individual privacy and decentralization





The Secret Agent

Values individual privacy and decentralization

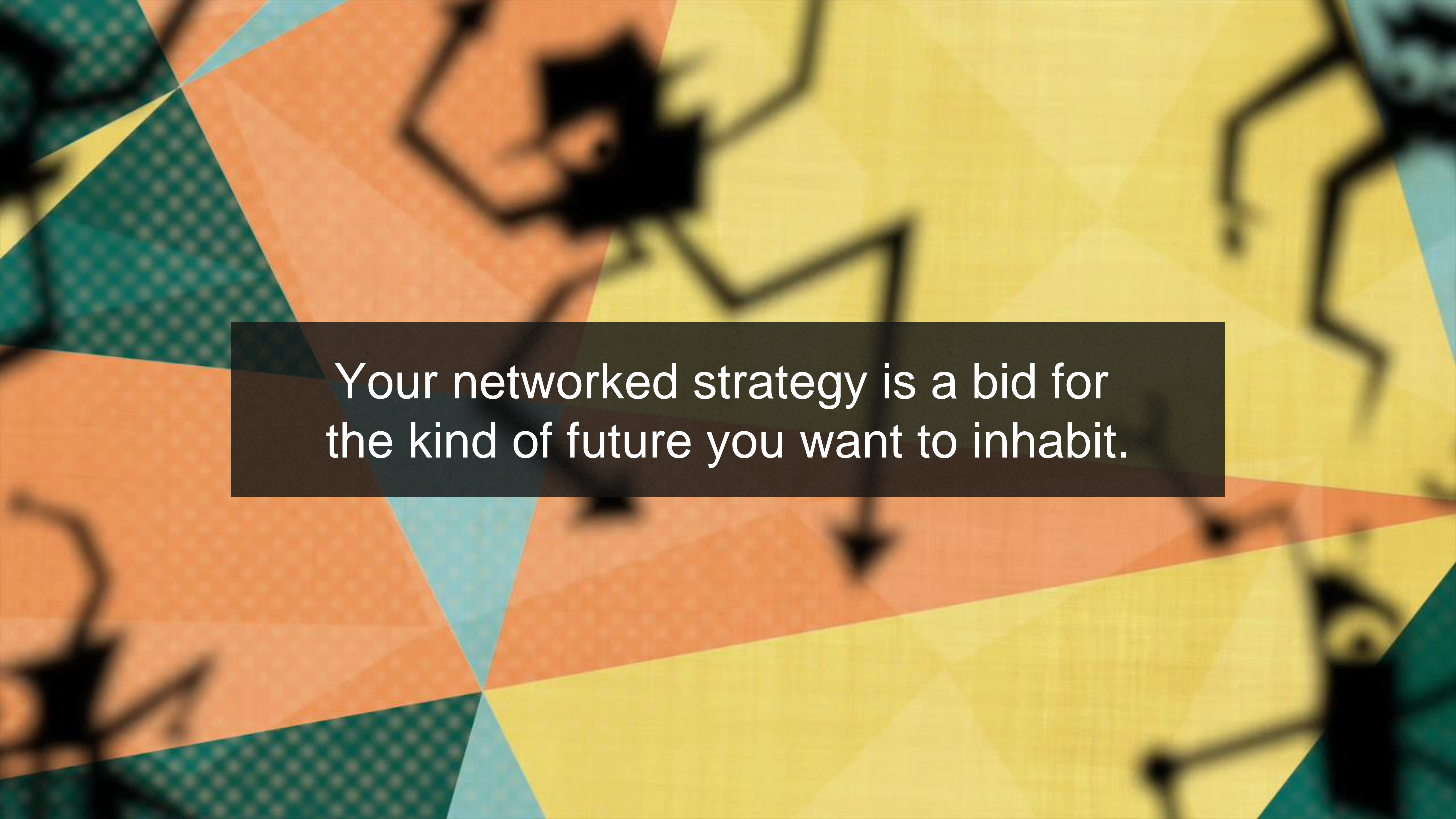
Strengths

- > *Pseudonymous and private*
- > *Works well in low-trust environments*

Weaknesses

- > *Only recently discovered, relatively unknown*
- > *Not vulnerable to traditional regulation*





Your networked strategy is a bid for
the kind of future you want to inhabit.



We are entering the primary window of opportunity
for developing a generation of **positive platforms.**



Brad Smith
CEO, Intuit



Gavin Newsom
Lt. Governor, CA



Mary Kay Henry
President, SEIU



Carol Coletta
Knight Foundation



Lazlo Bock
People Ops, Google



Padmasree Warrior
CTO, Cisco



Mark Hatch
CEO, TechShop



Stephane Kasriel
CEO, Upwork

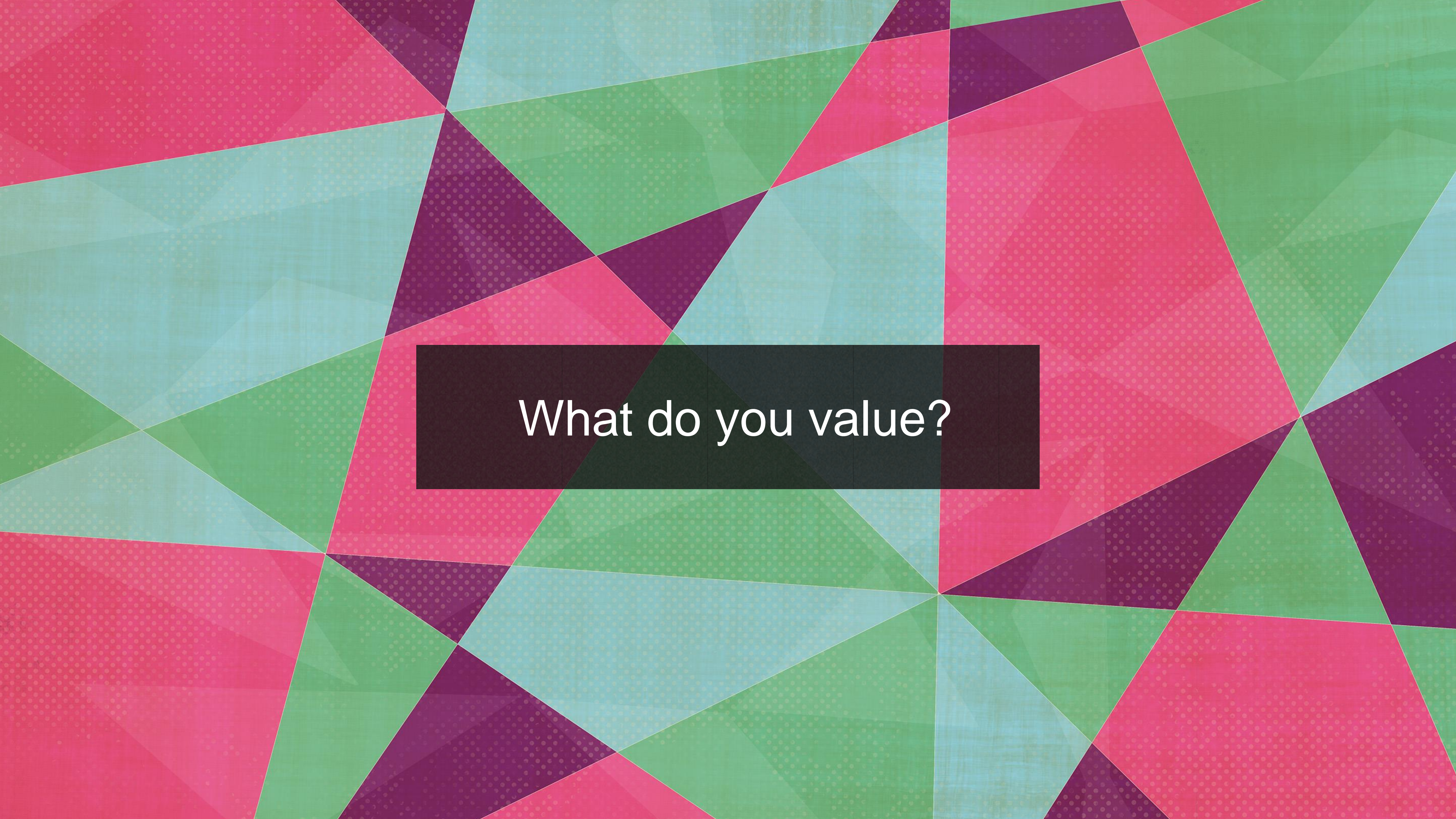
workable
FUTURES INITIATIVE



Teri Kelly & Mary Tilley
W. L. Gore & Associates Inc.



Michael Crow
President, ASU



What do you value?



STANFORD SOCIAL INNOVATION REVIEW PRESENTS

DATA ON PURPOSE

CREATING SOCIAL CHANGE WITH DATA

Thank you for attending Data on Purpose!

Please enjoy refreshments and networking outside.



STANFORD SOCIAL INNOVATION REVIEW PRESENTS

DATA ON PURPOSE

CREATING SOCIAL CHANGE WITH DATA

Stanford **SOCIAL**
INNOVATION Review