1) Availability
   - The Tribune Co.’s main business is to report on the news. Since the industry has moved from intermittent reporting to constant reporting as the news occurs, it has become increasingly important to have resources available 24/7.

2) Reliability
   - The author reports that the forced delay that occurred while transferring to the architecture cost the newspaper approximately $1 million. Although the reading does not allude to how long the delay lasted, it’s clear that any lengthy delay caused by infrastructure malfunctions would result in a substantial financial impact.

3) Scalability
   - The author also states that the company intends to consolidate software across all of its subsidiaries. Having newspapers that span the nation, it’s likely that the changes will need to work for subsidiaries of varying size and scope. However, the Tribune Co.’s willingness delay implementation of the infrastructure changes in other operations implies that scalability is not as high of a priority as either availability or reliability.

4) Flexibility
   - Although most of the Tribune Co’s businesses are located in the United States, their papers report on global events. It’s likely important that the new infrastructure be flexible enough to not only gather the news from other countries but also report in other languages. Likewise, the changes will eventually need to be effective in different working environments.

5) Performance
   - While performance is obviously a factor in the Tribune Co’s capacity to report the news in a timely manner, their ability to operate—albeit less than optimally—on their previous architecture alludes to the fact that this is a lesser priority.

3) A backup is an exact copy of a system’s information. Recovery, on the other hand, refers to the process of getting a system operational and restoring the backup given a system failure.

The risks of failed backup and recovery are widespread to the Tribune Co.’s business. Aside from the substantial loss of archived articles and photography, the Tribune Co. could also face losing contact information for customers and advertisers. Likewise, data stores of investigative reporting leads could also be destroyed.

As the passage states, any prolonged infrastructure problems could lead to millions of dollars in advertising or subscription profits. Thus, even if the company’s backups are up-to-date and complete, recovery inefficiencies could cause massive financial loss.
4) The passage states that the Tribune Co. plans to expand the infrastructure changes to other subsidiaries. Given that the company has over a dozen newspapers across the nation, it’s likely that some of the organizations have different needs than the Chicago Tribune. Therefore, changes to the architecture must be scalable in order to meet the needs of each and every newspaper. Likewise, future expansions may increase the demands on the architecture even further if it isn’t scalable and would likely force the Tribune Co. to spend even more money during the next upgrade.

As the news industry continues to push limits in continuous reporting, the Tribune Co. would need to remain ahead of the curve in order to retain its competitive edge. Availability of infrastructure resources plays a key role in not only continuous reporting but also operating news organizations that span several time zones.

5) Information security is a critical component to not only the news organization’s subscribers but also their advertising clients and investigative leads. The Tribune Co. collects sensitive financial records for all of its subscribers (i.e. contact and credit card information). Likewise, in order to provide the best services possible to its advertising partners, the company needs to make sure that any confidential business dealings aren’t available to other clients. Perhaps most importantly, the organization has both a legal and ethical role in maintaining the anonymity of sources used in writing articles. The Tribune infrastructure would likely also host a great deal of human resources information such as contact information, wages, hiring and termination data, etc.

PART 4

1)

Pro

- Less overhead
- Centralized maintenance of network architecture
- Greater access to information
- More efficient implementation of backup and recovery
- Easily scalable for smaller or larger organizations

Con

- Less ability to control security
- Often time slower performance
- Less customization

2) IUAnyWare is a cloud computing implementation provided by Indiana University that allows students, staff, and faculty to utilize on-demand software applications in a platform as a service environment on which various software vendors provide IU with an enterprise level license to applications. This allows members of the IU community to use virtualization software to log into a remote server environment running those applications and use the applications at a reduced cost to the user.
3) For machine intelligence to be implemented in public administration, a set of reliable instructions must first be present. Many organizations already have these instructions in place in the form of written regulations or policy. Secondly, those instructions must translate to an algorithm that is self-sustaining with little to no human intervention. While this aspect is possible, many people would still object to the idea of being monitored by a set of automatic systems as opposed to human beings that can interpret the nuances of a given situation and react accordingly.