

September 30, 2009

Thank-you for agreeing to participate!

As you are aware, Memorial has engaged the services of the consulting firm KPMG to conduct a review of how Information Technology is governed, organized, and resourced at the University. As part of this review, KPMG will be conducting consultation sessions with key stakeholders starting the week of October 5th, 2009.

Your feedback will be important in setting the future direction for planning and delivering IT services at Memorial.

Please find attached the Interview Guide that outlines the type of information that KPMG is hoping to obtain from you at the interview.

To prepare for your interview, please take some time to review the attached questions.  
KPMG will:

- Maintain full confidentiality (i.e., **we will not disclose information sources**), and
- Corroborate and substantiate all information for inclusion in our report.

If you have any questions relating to this interview guide, please contact Raheel Zaman, KPMG (613.212.3604, raheelzaman@kpmg.ca).

Thank you in advance,

**Members of the KPMG Advisory Team**

Raheel Zaman  
Heather Landry  
Peter Dyck

## Memorial University Interview Guide October 2009

Names of Interviewees: \_\_\_\_\_

1. Please provide an overview of your roles and responsibility? What aspects of your job and responsibilities involve the use or delivery of information technology services?
2. How does Memorial ensure that its IT initiatives are aligned to its business strategy and objectives?
3. Please describe any committees, or other forums that are in place to facilitate the decision making, management, and coordination of IT across the University. What is the specific role of this committee in this regard?
4. Describe how information technology supports key operations around student activities, research, e-services, administrative functions, and other educational objectives of Memorial? Please identify any significant gaps (if any) in meeting your current or future IT requirements.
5. Please describe the roles and responsibilities related to IT across the University? What role does Computing and Communications Department play in supporting your business objectives?
6. How is Memorial organized to provide IT Services? What are the strengths and challenges of this approach?
7. How would you describe the University's IT service delivery model? What are the current service delivery strengths and challenges?
8. Are you satisfied with the operation of the enterprise IT infrastructure – network, web, e-mail, VOIP etc. If not, please describe what aspect(s) of the IT infrastructure does not meet your needs and why. What can be improved?
9. How are IT initiatives (priorities, projects, resources and investments) identified, justified, authorized and funded within your unit? Across the University?
10. Please describe the accountability structure for IT projects and investments at Memorial? What are the strengths and challenges associated with the current structure?
11. If you could make three changes to how IT is governed and managed across the University, what would they be and why?
12. What are the barriers (People, Process, and Technology) to achieving these changes?
13. Is there anything else we should discuss?