



WIKIMEDIA

C O N F E R E N C E

31 March - 2 April 2017
Berlin

Movement Strategy Track

Report

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Introduction

This is a report for the Movement Strategy track at the Wikimedia Conference 2017. It is written in a narrative way, following the day-by-day flow of activities, to offer the reader an illustration of the process participants went through and the associated outcomes.

The report was written by Luís Manuel Pinto, but several people made it possible by contributing with facilitation, creating infrastructure for documentation, clustering, analysing and transcribing inputs from participants, and photographing activities.

People who have contributed directly to this report:

Bhavesh Patel & Rob Lancaster ([Facilitators](#))

Suzie Nussel (Wikimedia Foundation)

Ed Bland and Sara Johnson ([Williamsworks](#))

Eleonore Harmel, Hişar Ersöz, Johanna Schluß and Mathias Burke ([studio amore](#))

Jason Krüger and Beko (photography)

Should you have any comments or questions concerning this report, please contact Luís by email: luismanuepinto@gmail.com

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- page 33-34, group selfies were submitted by participants
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[DAY 1]

D1.01 / Official Introduction

01 | Welcoming Words

The conference opened by inviting several ‘faces’ of the movement to come on stage and welcome all participants. Below is the list of speakers and a few highlights from their messages.



**Tim Moritz Hector (Chair)
& Abraham Taherivand (Executive Director),
Wikimedia Deutschland**

Reminded the group of the shared one passion and belief: that everyone have access to the sum of all knowledge. They introduced this year’s conference as one that has grown and learned from past experiences. Each event now builds the previous one to create a continuous story, reflecting on what our collective future will look like, and how Wikimedians will work and learn together in the future.



**Christophe Henner (Chair of Board of Trustees),
Wikimedia Foundation**

Becoming a movement implies living successes and failures. The timing of this conference is critical in the strategy process. Everyone is invited to participate: the conversation is happening in 19 languages online. We are encouraged to express ourselves in any form - as the whole group, in small groups, or in private.



**Katherine Maher (Executive Director),
Wikimedia Foundation**

Found herself emotional after seeing people she’s only seen at last year’s event - coming from so far. Katherine reminded us of the previous year’s conference which felt very different: half the number of people, coming out of 15 years of existence, holding grasp of values, history. The Foundation went through a rough time, but is in a better place because of the support from all the people in the room. A better place to serve the movement. Katherine appealed to all participants as “stewards of free knowledge.” To consider: There is so much opportunity, so what do we want to do with that responsibility?



Jaan-Cornelius Kibelka (Programme and Engagement Coordinator) & Nicole Ebber (Adviser on International Relations), Wikimedia Deutschland

Mentioned the amount of Wiki-love they were already feeling in the room and online. They encouraged everyone to think about the result of this conference as something to be taken to Wikimania in Montreal this year. The three tracks were briefly described by Bhavesh Patel (Movement Strategy), Anna Lena (Partnerships) and Cornelius (Capacity-Building).

D1.02 / The Movement Strategy Track

The flow of the Movement Strategy track over the course of the three days of the conference was designed to explore the key question: **Where does Wikimedia want to be by 2030?** The facilitators of the track - Bhavesh Patel and Rob Lancaster - used a metaphor to emphasise the importance remaining engaged with the Strategy track: rather than as a series of episodes, the track was to be thought of like a movie, in which one image builds on the previous one.

01 | Principles

The facilitators offered a little background around the principles that underpinned the approach and the activities chosen for the Movement Strategy track. This included a statement of the ‘design biases’ (the assumptions that guided the choice of activities), as well as some recommendations for participants to make the most of their experience.

Design biases

- **Participation:** “If you want to go faster go alone, but if you want to go further, go together”
- **Ownership:** “People own what they create (together)”
- **‘Organised Messiness’:** Diverge to explore as many views as possible, to then converge, and focus on concrete outcomes.

Suggestions for optimal engagement...

- You are in charge of your own **LEARNING RESOURCEFULNESS**
- Please use your **DEVICES** and laptops appropriately
- Use or abuse your **TIME** like any adult would!
- Care for **YOURSELF** and **OTHERS** – especially in conversations
- All **VIEWPOINTS** are **VALID**
- This is a **SAFE ENVIRONMENT** to explore and experiment
- For **COMPLAINTS**, tell the person who can do something about it
- For **APPRECIATION**, tell the person who’s done it!

02 | Flow of activities (Explained)

Below is the summary of the key steps of the track, with their main purpose and activities. [All the slides used to guide the process are available to download.](#)

[DAY 1]

1. [The Complexity of the Movement](#)

This session proposed a series of activities using body and space to gain a sense of the [diversity of participants](#) attending, create connections among them and start exploring the complex characteristics of a ‘movement’ through [images and metaphors associated with Wikimedia](#). The session ended with an opportunity to express any [hopes and fears](#) participants might have in relation to the conference.

2. [Analysis of Present Situation](#)

This session framed the context in which the Strategy track of the conference takes place and how it feeds into the iterative process of developing [a strategy for the Wikimedia movement](#). Presenters shared important insights about where Wikimedia is today, and then highlighted internal (Wikimedia) and external (world) trends that might illuminate answers to the question ‘who do we want to become?’ The presentation was followed by questions and comments from participants.

3. [Personalising the Present Situation](#)

Building on the input from the previous session, participants were invited to expand the understanding of the present situation and surface the landscape of issues and opportunities that must be considered when reflecting on the future of Wikimedia. The process used [a trends analysis model](#) inspired by the metaphor of a wave which differentiates what is emerging, established, and ending; it also sought to uncover some undercurrents that might not be visible at first. The model was applied to both internal trends related to Wikimedia, and external trends related to the world.

4. [Issues & Opportunities for the Wikimedia Movement](#)

This session deepened the reflection on some of the points brought out by the trends analysis exercise and created a ‘useful mess’ of issues and opportunities. Through the method of [Open Space Technology](#), participants proposed, facilitated and reported [conversations](#) about themes they felt passionate about, within the frame of an overarching question: *What do we want to build or achieve together by 2030?* This session started at the end of the first day and remained open to all conference attendees the following day.

[DAY 2]

5. [Distilling Key Points](#)

From the ‘useful mess’ brought out by the Open Space session, the facilitators began the process of convergence by identifying [emerging key points](#). These points later became the

'bricks' with which different thematic statements were built. To give an added impetus and encouragement for the last sprint of the strategy track, [Ryan Merkley](#), CEO of Creative Commons, addressed the audience with his own learning from going through a comparable movement strategy development process in his own organization.

[DAY 3]

6. [Developing Thematic Statements: Priorities and Implications](#)

This session asked participants to form small groups to develop thematic statements based on their interests and aspirations. Through iterative rounds of critique and appreciation, the thematic statements took form and were posted on the walls so that all conference attendees could read, comment, and vote.

7. [Next Steps & Closing](#)

The conference ended with an update from the core strategy team on how the outcomes of the Strategy track will feed into the overall process, followed by 'thank yous' and a special way of saying goodbye.

D1.03 / The Complexity of a Movement

01 | Diversity of the Group

The diversity of the group was highlighted through a series of 'sociometric' activities, where participants were asked to position themselves according to certain demographic parameters and criteria. Although voluntary, the facilitators described these activities as "an invitation to stretch our bodies and our thinking," being fully aware that some people might not feel comfortable with such form of interaction.

In the introduction, facilitators reminded the participants that this group represented only a fraction of the Wikimedians, and that many others were not able to attend. When asked to mention who might be missing, participants answered humorously with names like Obama, Jimmy or Rory, the mascot.

When asked about the complexity of the Wikimedia movement, the majority of the participants raised their hand to agree that Wikimedia is "complex, but in the end it made some sense." An equal amount of hands supported the idea that Wikimedia might be "impossible" or on the other hand "easy" to understand.



Geography

To get a sense of the geographic distribution within the group, participants were asked to simulate the map of the world in the room. Questions and comments from participants asking for orientation and meridians illustrated the data-driven culture of the group.

After a round of comments, participants were invited to share with their neighbours a personal story that illustrates why they feel inspired to contribute to Wikimedia.

Language

The second grouping was by language. Participants were asked to cluster according to the language they feel most comfortable speaking. Around the room, several people expressed in different languages why they were at the conference or something they would like to say about Wikimedia in their native language. Below are some examples of the statements translated into English:

- In Ukrainian - “I was invited here.”
- In Hindi - “Thank you for giving us the platform to represent India on the global map.”
- [Igbo](#) (a southeast African language spoken in Nigeria) - “On Wikipedia you can find almost anything you want to know about the world.”
- In [Yoruba](#) (also spoken in Nigeria) - “Wikipedia is where you can find the soul of all human knowledge.”

02 | Images of the Wikimedia Movement

Human Sculptures: the *Mannequin* challenge

Next, the facilitators proposed that participants complete a mannequin challenge. The instructions were simple: in groups of five, create a collective ‘human statue’ (or frozen

scenario) that best represents Wikimedia, and hold that position for approximately one minute, while a camera filmed the room.



Click the image to see sneak peek. A better movie will be available soon.

Living System Simulation (a.k.a Triangle Exercise)

The last movement-based activity of the session asked a subset of the participants in the room to simulate what happens within a living system, while the rest of the group formed a large circle around the simulation to observe. The simulation happens by following a very simple instruction: each participant must identify two strangers in the crowd of participants and then try to form an equilateral triangle using themselves and those two other participants, without the knowledge of the others. The natural metaphor that inspires the movement patterns is the [murmuration of starlings](#)¹, where each bird keeps connected to those around them without being concerned with the whole movement, remaining in a constant state of flow.

¹ “Murmuration” on Vimeo by Islands & Rivers - <https://vimeo.com/islandsandrivers/murmuration>



Facilitators asked the group to state what they noticed and what associations they might make with Wikimedia movement based on that activity. Below are some of the comments made by participants.

Participant: -- *"We are like brownian motion."*

Facilitator: -- *"What is that?"*

Participant: -- *"Check Wikipedia!"*

[Group laugh]

"The thing can't stop moving."

"There is no solution. Equilibrium is highly improbable. You always have to move."

"Someone will be disappointed for not being in a triangle."

"Everything is interconnected."

"However we explore trajectories there will always be gaps."

"There are differences in our personalities."

"We did not all pick the same people."

"Taking other people's agendas into account, even if you had to follow your own agenda too."

"You don't always realise how many people are dependent on your position. You always have some form of invisible power."

"People trying to control what was happening and being completely unsuccessful. Sort of like Wikimedia..."

² Photo credits: By Beko (Own work) [CC BY-SA 4.0 (<http://creativecommons.org/licenses/by-sa/4.0/>)], via Wikimedia Commons

“I saw two strategies: forming large triangles and small triangles” - a space for the small initiatives and the big initiatives

“Lots of isosceles and acute triangles” – initiates don’t always take the shape we expected

“Dynamic chaos. When one moves, the others move.”

“Feeling like running after someone that was running away from me.”

“We were dancing a little”

“Feeling more interested in who wanted to create a triangle”

“Using gestures to let others know who they were connected to.” - Emerging cooperation to control the pattern

03 | Hopes, Fears and Something Else

Each participant was asked to write a hope (yellow or orange sticky) and a fear (pink sticky), which were attached to a wall and then roughly clustered. Below are the different clusters, where the number associated with each cluster refers to the amount of stickies that were grouped under that title. There are also a few example statements from participants below. [You can access a set of photos in order to read some of the statements more in detail.](#)



Hopes

Professional

- ...to develop a good strategy. (31)
 - *“A solid plan for Wikimedia!”*
 - *“A measurable strategy giving confidence to the community.”*
- ...to gain better understanding. (5)
 - *“Understand the complexity of the movement.”*
- ...of being of value to the world. (3)
 - *“The Wikimedia movement finds a way to insert itself into initiatives towards making our society more sustainable on our planet.”*
 - *“Get women and young people involved in WikiDonne.”*
- ...for harmony. (8)
 - *“We will work it out!”*
 - *“We will make our online connections as nice as our offline connections.”*
- ...for collaboration. (21)
 - *“Identify the strengths of each constituent of the movement and why it is to our benefit.”*
- ...for inclusivity. (16)
 - *“I hope we can increase gender diversity.”*
 - *“That everyone’s voice is heard.”*
- ...to take (technical) skills home. (22)
 - *“I will be able to work on setting up a new regional and thematic partnership.”*
- ...to learn and gain new ideas. (25)

- *“New learning. New inspiration.”*
- ...to focus on humans. (2)
 - *“Focus a bit more on people / value than the product / content”*

Personal

- ...to gain new friends (10)
 - *“I get to meet a lot more people I know only by username.”*
- ...to have fun. (15)
 - *“To drink a beer.”*

Something else...

- *“That all people become as cute as the cuties from the Wikimedia Cuteness Association”*
- *“That I take some candy home!”*
- *“Is wifi going to work?”*

Fears

Professional

- ...of not acknowledging diversity. (5)
 - *“That we forget that human knowledge is made in a huge diversity of languages.”*
 - *“We forget about the people that are not in the room, not in the hotel, [not in] Berlin.”*
 - *“American hegemony.”*
- ...of missing something. (2)
 - *“Not getting to know everybody. Missing the opportunity to discuss some important points.”*
- ...of becoming irrelevant (5)
- ...that Wikimedia will change to the point it loses its essence (2)
 - *“The movement grows in a way that alienates online communities and transforms into a more traditional one.”*
 - *“People will start considering Wikimedia to be like some opaque organisation.”*
- ...that the process is rigged (3)
 - *“Over-authoritarian Wikimedia Foundation.”*
- ...that newcomers will not feel welcome (2)
 - *“Not being welcoming enough to beginners.”*
- ...that conversations might be over-ruled because of self-centeredness (7)
 - *“Talking too much about Wikipedia.”*
 - *“Too much talking from the same people.”*
- ...of not going beyond my own comfort zone. (4)
 - *“Getting back to the same comfort zone.”*
- ...that certain voices will remain unheard (8)
- ...that it will be ‘all talk, no action’ (8)

- ...that there is no clear outcome (11)
- ...of wasting time (5)
- ...of not being able to follow-up (4)
- ...that will be hard to change things 'back home' (7)
 - *"It will change nothing back home."*
- ...that it's too complex (17)
 - *"Too many choices."*
- ...that it will be hard to connect to others and work together

Personal

- ...of jet lag. (4)
- ...of not being able to contribute. (10)
- ...of burnout or being down (8)
- ...that I will miss something (5)
- I have no fears (3)

Something Else..

(15)

- *"Time constraints for ideating"*
- *"Individual points might be too narrow and specific to be distilled in movement-wide input"*
- *"Mobile devices dominating."*
- *"Doing more collaborative games!"*
- *"Insufficient recognition for importance of CUTENESS in the Movement!"*
- *"Talking about hobbies - not thinking strategically."*

D1.04 / Analysis of Present Situation

01 | Movement Strategy: Building the Foundation

The core strategy team, involved in facilitating the Movement Strategy track, offered an overview of the process leading towards the final strategy, and shared an analysis of the trends in Wikimedia and the world that will have a strong impact on the movement's future.

[All slides used in the presentation are available to download.](#)

The team members leading the presentation were:

- Ed Bland (Strategy Consultant, Williamsworks)
- Guillaume Paumier (Senior Analyst, Wikimedia Foundation)
- Suzie Nussel (Organizational strategy consultant, Wikimedia Foundation)
- Adele Vrana (Director of Strategic Partnerships, Global Reach, Wikimedia Foundation)

Introduction

- Analysis of movements, where they get stuck and what can be done

- New information for some, maybe a different spin for those who are familiar

Where are we today?

- Purpose of presentation the basic/foundational information for anyone thinking about the future of Wikimedia
- Humbling numbers of users (growth of Wikimedia)
- Presentation of strategy track

External Trends (World)

Population

Between 2015 and 2030, the vast majority of the world's population growth will be in Africa (42%) and Asia (12%).^[1]

- Uneven access to resources
- There are improvements on literacy
- [NODEADLINE](#) is a privilege

Education

While overall literacy will rise, global access to post-secondary education will remain out of reach for billions of people.^[2]

Technology

For the first time, nearly everyone in the world will have a smartphone -- with internet and a camera.^[3] An exponential use of social media over the past few years.

Politics of knowledge

Much of the world's digital knowledge is generated by only a fraction of the world's population.^[4] As more people come online, addressing representation will be even more urgent.

Internal Trends (Wikimedia)

Biases

- Asia has 60% of world population, 6% of monthly edits; Europe 11% of world population, 53% of monthly edits
- This should not be problem - Wikimedia aspires to cover the whole world, so we have a long way to go. Gender gap is also a concern.

Number of editors

- Peak editors in 2007 and then a progressive decline with great fluctuations
- A lot of people that come to Wikipedia don't stay - we are losing people

Why people contribute?

- Many people don't say the actual reason why they contribute
- You'd think people are driven by personal interest, but it's actually the contribution to a social mission that motivates them

Organisation of Wikimedia

- User groups have been growing most rapidly

Donors

- Most donations are from US and EU
- Donors give to Wikimedia because they use it and to see it as a worthwhile resource; because they know wikipedia depends on donations as a nonprofit

Top reasons why people use Wikipedia?

1. Topic is referenced in the media
2. Interest in learning
3. Came up in conversation

Countries where Wikimedia is not known or popular³

- Research happening in Mexico, Nigeria, India, Brazil and Indonesia to understand low readership and lack of awareness of Wikipedia.
- Start with phone surveys in countries where people are starting to use internet from their mobile phones.
- In Nigeria, internet access has been prohibitively expensive. Consumers are savvy, price-sensitive shoppers with low brand loyalty.
- In India, internet access is more affordable, but cost remains a barrier to widespread internet penetration.
- Next countries being surveyed are Brazil and Indonesia - access is very expensive so people want to go online, download information, and then look offline - so offline functionality is important.
- As a brand, Wikipedia is not widely recognized or understood. Some people are Wikipedia readers without realizing it. Recent survey in Iraq - only 15% of respondents knew what Wikipedia was.

Developing partnerships

- Educators and students contribute to Wikipedia so students gain exposure to our work and become early contributors.
- Cultural institutions share their resources with the world through collaborative projects, in order to expose people to cultural archives that they couldn't otherwise access.
- Industry partners increase access to Wikipedia globally, such as telecommunication companies waiving data charges, to overcome obstacles blocking potential readers.
- Partner organizations join us in our quest for free and open knowledge, helping to strengthen the political and legal framework for free knowledge and education.

Ecosystem

- Some of the other actors in the 'free knowledge' ecosystem will be our friends or frenemies.

³ [The original research can be found in Meta-Wiki](#)

Who do we want to become?

We can recognise a lot of different movements (e.g. the civil rights movement, the microfinance movement, the environmental conservation movement). There is much reluctance in considering Wikimedia a ‘movement’ because it is not inherently a social or a political movement; however, there are characteristics that would define Wikimedia as a ‘movement’:

| The Wikimedia community: | Other movements also: |
|--|--|
| <ul style="list-style-type: none"> • Collective actions • Organizing structures & coordination • Common values & principles • An overall belief in free knowledge • Similar (enough) motivations • Reaction against the commercialization of the internet... | <ul style="list-style-type: none"> • React against systemic injustice (such as land rights, ethnic discrimination or environmental exploitation) • Fight political battles (for example, for civil rights, universal suffrage or labor rights) • Often time-bound |

Questions and Comments from Audience

Q. = Question / A. = Answer / C. = Comment

- Q. Data is very United States/Europe focused. Is there other data available?
- Q. Is there any info about the distribution of funds collected through Chapters? - A. Adele: This map can be built because information is available on Wiki.
- Q. Should we invest in partnerships for offline access, when cell-phone costs in countries that are now expensive are likely to drop in the next 20 years?
- C. There are many means of contribution we disregard beyond editing - redefining contribution may be useful to how we define the movement.
- Q. What’s the role of the machines in the future? In the future we might expect more contribution from machines? How do we address that?
- C. We didn’t hear anything about what information people will need in their lives in the future (like 2030).
- Q. You can see the data is mostly focused in Northern part of the globe. How can we decide where to go, if we don’t know what is going on elsewhere? How come we don’t know what is going on with our own projects in other regions? Data needs to be more representative of the whole movement. [clicks and applause to represent agreement]
- C. No discussion of movement culture. We have a culture, we probably want to look closely at that culture.
- C. About the circle of editors in the ecosystem map: no editors, means no readers, no chapters - and yet they were represented with the same size as ‘donors’ in the map.

- C. Japan: people who contribute to Wikimedia projects are not the same people interested in the Wikimedia movement.
- C. India: confirms the predictions on the four dimensions shown in presentation.
- C. Missing how knowledge is shared between people: knowledge graph, Quora, social media projects. How are these connected to the strength of Wikimedia projects? How can we connect reliability of sources and facts of Wikimedia products, with the way people share knowledge now and in the future?
- Q. “We went down ‘Rabbit Hole’: New user retention” - what makes new users happy is what drives off established editors
- C. Organisations that are involved with local communities and education - maybe these require more coordination at international level.
- C. Concern that people might go to English content because of the volume of information and possibilities, but then reflected that it isn't a matter of competition between languages. You can have access to information in your home language that is more accurate and contextualised and in English, for a more global outlook on the same data.

D1.05 / Personalising the Present Situation

01 | ‘Wave’ trends analysis model

Participants used the Wave Trends Analysis model⁴ which builds on the metaphor of a wave to bring out the landscape of issues and opportunities that need to be considered when thinking about the future of Wikimedia.

The wave model identifies four types of trends:

What is emerging?

- ...beginning to build
- ...gaining energy
- ...showing signs of growth
- ...exciting and showing potential

What is ending?

- ...no longer working well
- ...unclear where to go next
- ...losing energy, confusing
- ...dying, being replaced

What is established?

- ...producing the best results
- ...creativity and energy starting to reduce
- ...stable but opportunity for growth limited
- ...future trends could challenge position

What is undercurrent⁵?

- ...hidden challenges
- ...the ‘elephant in the room’
- ...feeling the effect but not clear what it is

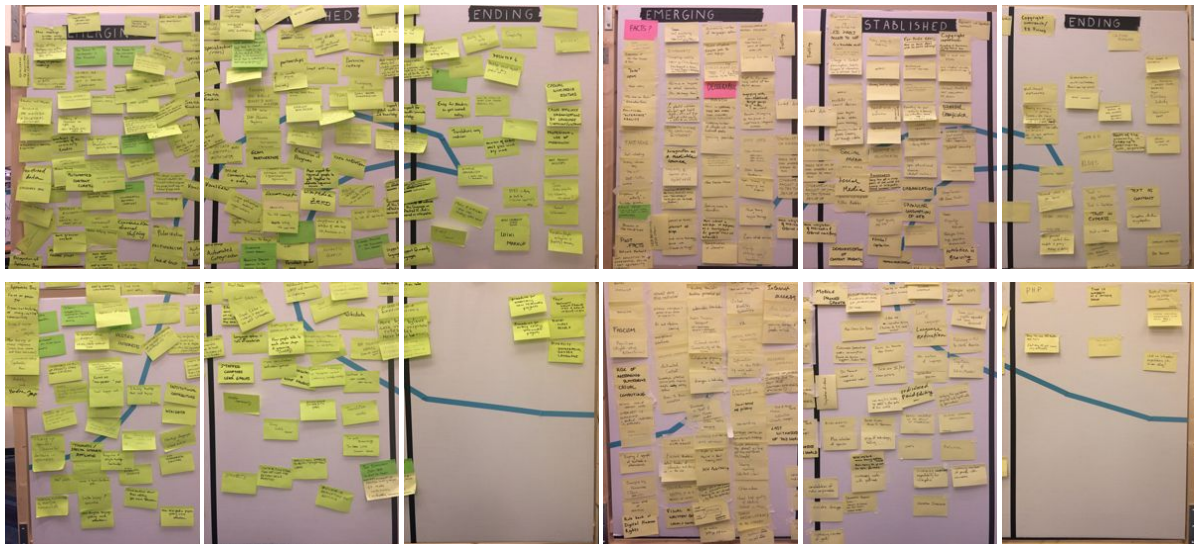
⁴ Bill Staples - *Transformational Strategy: Facilitation of ToP Participatory Planning*

⁵ The ‘Undercurrent’ dimension was requested by participant in order to explore characteristics that may not fit into any of the three first categories. This category is part of the original wave trends model, which was adapted for the purposed of this activity.

Participants used the model to discuss and identify internal and external trends that need to be considered. The results are below. Click on each segment to access a larger picture.

INTERNAL

EXTERNAL



A high-level analysis of the participant's contributions shows the greatest amount of input was categorised under 'emerging' trends, less under 'established' and even less under 'ending', on both internal and external.

As external trends, participants repeatedly mentioned the 'post-fact society' and populist discourse as the most relevant emerging trend. This was followed by changes in demographics, namely the growth of population and dealing with social differences, as well as technological developments like machine learning and virtual reality. Social media and use of internet via mobile devices were mentioned as an important established trend, and as ending trends, several people mentioned trust - in media, in experts, in capitalism.

Under internal trends, a great number of inputs mentioned automation as well as addressing bias and fostering inclusion within Wikimedia as important emerging trends. Established internal trends included topics like partnerships (GLAM and others), communication between Wikimedians, and the way content is processed (especially deleted).

D1.06 / Issues & Opportunities: Participant-led discussions

01 | Introduction to Open Space Technology

[Open Space Technology](#) is a methodology developed by Harrison Owen when he was seeking feedback from a conference and realized that participants considered the coffee break the best part of the programme -- the one bit that he had not prepared for. What would this mean for designing a conference? What happens in a coffee break? You talk with

the people you want to talk to, on your own time, following your own interests. Owen took these principles further and designed Open Space Technology (OST) as a method that has now been used for over 30 years in various conference and meeting settings.

Open Space Technology is based on self-organisation. Participants suggest and host conversations within the frame of given theme, and then share a brief report capturing the main key points and conclusions. The methodology has four guiding principles and one law:

Four Principles⁶

1. *Whoever comes is the right people...*
2. *Whenever it starts is the right time...*
3. *Whatever happens is the only thing that could have...*
4. *And when it's over, it's over.*

One Law

5. *Law of Two Feet:* If at any time during our time together you find yourself in any situation where you are neither learning nor contributing, use your two feet, and go someplace else.



02 | Participant-led Discussions

Below is a list of topics proposed by participants during the Open Space Technology sessions. The titles were slightly adapted to give a better sense of their focus, based on the announcements made by the discussion host at the beginning of the activity.

⁶ Adapted from Open Space Technology. (2017, January 11). In Wikipedia, The Free Encyclopedia. Retrieved 22:43, April 4, 2017, from https://en.wikipedia.org/w/index.php?title=Open_Space_Technology&oldid=759475691

The titles are displayed in tables which also indicate the assigned spaces (numbers) in which the conversations took place, the number of session participants indicated in the posted report, and links to reports made by discussion hosts in scanned PDF format of handwritten reports, typed on a word editor or posted on Meta.



Round 01

| # | TITLE | HOST | PAX | REPORT |
|----|---|-------------------|-----|----------------------------|
| 1 | Wikimedia as a free, open knowledge hub | The DJ | 6 | SCAN / DOC |
| 2 | Reader Tools: Bookmark, reading history, etc. | WMTH | 5 | SCAN |
| 3 | Artificial Intelligence: Detecting vandalism; Recommender systems; Categorizing media; Bias? Ethics? | Aaron Halfaker | 14 | DOC |
| 4 | Biomimetics: What can we learn from the evolution of complex systems (super organisms; stigmergy, etc) for the software system and... | Shyamal | 2 | SCAN |
| 5 | All education systems (understand and) use Wikimedia as an education tool | Vahid | 9 | SCAN |
| 6 | How does populism and fake news influence Wikipedia, and what can we do? | Sabria | 8 | SCAN |
| 7 | Becoming a Movement: Very simple...but very difficult. | Lukas | 18 | SCAN / PDF |
| 8 | Long-term, mutually beneficial GLAM partnerships | Sara Snyder | 10 | DOC |
| 9 | Create Wikipedia contributors out of 3rd grade elementary school students | Manos | 5 | SCAN |
| 10 | Science and data: How do we better represent scientific data? (Science; Data; Metadata; Citation; Meta Analysis) | Finn | 3 | DOC |
| 21 | Rich interactive media in Wikimedia | Brian Bawolff | 3 | SCAN |
| 23 | Fighting harassment on the projects | Dannytt | 6 | SCAN |

[DAY 2]

Round 02

| # | TITLE | HOST | PAX | REPORT |
|----|--|-------------------------------|-----|--|
| 1 | The tools we need to do our work better: (1) Content: protect, improve, add to; (2) Community: morale/projects; editor retention; (3) Outreach: e.g GLAM/Links to other groups, recruitment of new editors | Cas Liber | 3 | SCAN |
| 2 | GLAM: Tools development for programs - Edu.wiki, GLAM-wiki, wikiproject medicine, outreach) | Shani | 26 | SCAN |
| 3 | Supporting contributions for illegal (persecuted) minorities - e.g. copts, homosexuals, protestors | Fae | 1 | DOC |
| 4 | Language diversity and loss: How to pay more attention to minority languages | Viktor/Galder Gonzalez | 10 | SCAN |
| 5 | Unourced knowledge: A space in our Wikimedia ecosystem for unpublished, still unourced, oral... knowledge | Sandra | 5 | SCAN / DOC |
| 6 | Open Access: What is the role of Wikipedia within the larger information ecosystem? | Megs | 5 | |
| 7 | More content in many more languages | Leila | 5 | |
| 8 | Building a healthy community culture | Nick K | 7 | SCAN |
| 9 | Making a global hyperlinked, free wiki digital library . Wikisource, Wikidata, Wikiquote. | Aubrey | 6 | SCAN |
| 10 | Adapting to the ecosystem of the internet | Lukas | 6 | SCAN |
| 11 | How do we start communities that don't yet exist? | Islahaddow | 8 | SCAN |
| 12 | Making MediaWiki more Social: Imagine a user page in which all user-contributions are listed like a timeline | Tony Thomas / Florian Schmidt | 7 | SCAN / DOC |
| 13 | Unintentional bias: What do we not know about systemic bias and its effects on diversity and inclusivity? + Biased topic groups | Anasuya / Douglas | 20 | SCAN |
| 14 | Is the decline of editors and editor retention a ghost problem? | Eduardo | 8 | SCAN |
| 21 | Make MediaWiki the number-one tool for sharing all kinds of knowledge | Markus | 6 | SCAN |

| | | | | |
|----|---|-------------------------|----|----------------------|
| 22 | Integrate Wikimedia activities with efforts to make the presence of our species on this planet more sustainable | Daniel Mietchen | 1 | SCAN |
| 23 | Build special sister sub-projects for sharing content and allowing micro-contributions . | Geraki | | |
| 24 | Are we a social justice movement ? | Christophe | 10 | SCAN |
| 25 | How will we make sure that our message will be known among General Public ? People know Wikipedia, but not the Movement or its goals/people/setting. | ? | | |
| 26 | Partnership: Growing the Community with sense of partnership | Olushola | 7 | SCAN |
| 27 | Gender gap in Wikimedia | Wikidonne / Wikimujeres | 9 | SCAN |
| 29 | Making community consultation more effective and less resource intensive (and more fun?) | Lodewijk | 7 | SCAN |
| 30 | How to reach out to people in rural areas (in developed countries) | John Sadowski | 8 | SCAN |
| 31 | Uniting communities on the common language ground | Behrus Mond | | |

Round 03

| # | TITLE | HOST | PAX | REPORT |
|---|---|-------------------|-----|--|
| 1 | Integrating Wikimedia workflows with research workflows | Daniel Mietchen | 2 | SCAN |
| 2 | Build things that are not Wikipedia: Not all knowledge is encyclopaedic. | Coren | 11 | SCAN |
| 3 | Wikipedia and Libraries: How can Wikipedians/medians become better informed about what libraries have to offer (more than books). How can we invite our librarian colleagues to join? | Merrilee | 11 | SCAN / DOC |
| 4 | Experts: Our allies, partners, collaborators, co-contributors. | Sandra F | 6 | SCAN / DOC |
| 5 | What could destroy our independence, and how can we prevent that? | Slashme | 4 | SCAN / DOC |
| 6 | Balancing the distribution of funding resources | Olaniyan Olushola | 7 | SCAN |

| | | | | |
|----|--|--|----|--|
| 7 | Offline: Who needs it the most? How do we get it there? In 2017: 4 billion people. In 2030? | | ? | SCAN |
| 8 | 3D Objects: Storing, sharing, viewing/using | Douglas | 4 | SCAN |
| 9 | What do we want or need on our platform (MediaWiki) by 2030 | Snowolf | 8 | META |
| 10 | Readers: How can we achieve a better understanding of the needs of our readers, and how can we interact better with them? + Engaging with our readers: Inform, Educate, lowering barriers to participation, showcasing our content | Joseph Seddon / Martin Rulsch | 12 | SCAN |
| 11 | Building capacity in small, emerging communities: What does it mean? | Rebecca | 15 | SCAN / DOC |
| 12 | Increasing content about Africa . Closing the North-South gap | Meriem | 4 | SCAN |
| 13 | Listening to community voices , making decisions + governance. | Eduard | 5 | SCAN |
| 14 | Editing from messenger apps: What if we could edit Wikipedia, Wikidata, TranslateWiki, etc from WhatsApp, Telegram, Facebook Messenger or WeChat? Come talk to me about this idea. | Amir E. Ahoni | 5 | SCAN |
| 15 | What information will people need in 2030 ? | John | | |
| 17 | Wikimedia SAARC: Legalisation, partnership, guidelines, funding, awareness about wiki in regional language, collaboration and resource sharing, learning pattern, increased readership | Wikimedians from India, Nepal, Bangladesh, Sri Lanka | | |
| 21 | Lost history | Fae | 4 | SCAN / DOC |
| 22 | Medical information on Wiki projects | Shani | | |
| 23 | Livelihood Creation: Can this be done in conjunction with building up a strong community in a developing country (without harming the general movement)? | Ed | | Joined #11 |
| 24 | How do we provide the proper means for everyone to understand the world? | Christophe | 7 | SCAN |
| 26 | How do I get resources for my (super cool) project? Grants? Annual planning ? Partners? | Aaron | 3 | DOC |
| 28 | Better onboarding to Wikimedia efforts: Visual organisational overview of tasks, | ? | | |

| | | | |
|----|--|-----------|---------------------|
| | responsibilities, boundaries; simplify organisational overview; help people find their place with least effort | | |
| 29 | Reduce mismatch between Wikipedians and Wikimedians (we are on the same side) | WikiDonne | |
| 30 | What have we forgotten ? | Gnangarra | DOC |

D2.01 / Distilling Key Points

Conversations within the Open Space Technology session started to naturally produce key points and themes. As stewards of the Wikimedia movement, participants were asked to select and report the points that might have greater significance from a strategic point of view. These points were then clustered into ‘soft categories’ by the participants and refined by the core team - not yet solid themes, but somehow giving the content some form. At the end, participants were invited to look at the clustered key points and add relevant input they might find missing under any of the categories.

01 | Result of key points (clustered in ‘soft categories’):

[Photos of each of the clusters are available.](#) Click on the heading of each cluster to view it.

01. [Other medias](#)

- Graphics are handled like text on wiki
- Rich media such as video is used to tell stories
- Democratizing media editing
- Support non-text based learning
- Full access to all knowledge (all languages)
- Multimedia / non-text media will be a vital component of Wikimedia projects
- 1 trillion freely licensed photos

02. [Sustainability & Growth](#)⁷

- There are things we need to do to survive before we dream on new directions
- Being a leader in building and delivering open and free knowledge
- Will Wikipedia be here? How will it evolve?
- We’re a social justice movement - own that
- Knowledge is more than Wikipedia but Wikipedia draws people in
- Become a movement
- The Foundation’s work will be understood by the general public
- Prioritizing movement goals over institutionalisation or bureaucracy
- The ecological footprint of the movement will be minimized
- 7 billion readers and editors
- We should see our movement as a whole - budget, plan, resources - then decide who is best placed to do it

⁷ There was no clear agreement about whether this heading fully covered the key points.

03. Community Health

- Open, friendly culture towards new volunteers
- Make Wikis happy places for all to contribute
- Community culture will be healthy
- Foster healthy community
- Friendly support for anonymous access
- Foster effective communication in our movement
- The Wikimedia community has become a welcoming environment for new users
- Mobbing/moral harassment: study attack on personality; user isolation; passive denial of services; distributed in time, place, method, unproven on single act = toxic environment
- Protect/improve: content, community, morale, outreach.
- Easy to contribute: welcome partnerships; welcome individuals, understand motivations
- Transparency / Accessibility: Easy to understand how knowledge is created and why it is trustworthy;
- Make absorbing/contributing knowledge fun and easy and free.
- Readers are considered part of our community
- We will have healthier interactions within the community
- We will have increased communications between projects (lower the barrier to communication 1:1 / 1:many)
- Better processes to deal with harassment on and off Wiki

04. Education

- Make wikipedia for those who need it
- Educational platform for humans and machines
- Need for strong partnerships with education
- Tailored to my needs: I have 30 min to educate myself on Roman history
- All education systems use Wikimedia as educational tools
- Wikimedia projects be a key method/resource for language learning
- Support collections and archives of media
- Educators use and trust Wikimedia products
- Specialist knowledge communities are actively part of the movement
- Larger presence in education from early age
- Make teachers/professionals practice the largest online/offline educational carrier together
- Embrace learning outside our encyclopedia
- Open up to new ways of learning
- The young generation embraces the concept of sharing as something that enriches society
- Personalisation of learning and exploring knowledge
- Foster media literacy in education and society
- Wikimedia projects will help citizens to be more information literate

05. Partnerships

- Bring research and experts close to Wiki projects
- That inter-affiliate activities become a standard practice. Doing stuff together becomes the norm
- By 2030 work together with organisations that have the same goals - “movement partners”
- Pursuing our mission through partnerships (external/within movement) is the norm and ingrained in all projects, programmes and activities
- Being a reliable partner
- Expand partnership beyond the immediate allies
- Expand to take more active role in open knowledge, especially as it relates to Wikimedia as part of information ecosystem
- Librarians = Wikimedians worldwide
- That software partnerships are standard practice and dispersed
- More partnerships with expert communities
- Foster and leverage GLAM collaborations to improve our content

06. Diversity and Inclusion

- Contributor gender balance reflects the real world!
- Be more systematically welcoming to movement members
- More diversity as a value of the movement vs. homogenization of the world
- What would it take to achieve no gender gap (47-50% women)
- We have a more mature approach to diversity
- Inclusive attitude - let me help you
- Culture shift towards broader inclusiveness - age, gender, education, geography
- More different people (outnumber us in the room)
- Close the contributor demographics gaps
- Recruiting and retaining diverse communities
- Make room for “non-wikimedians” and under-represented points of view
- More geographic and economic diversity within developed countries

07. Knowledge Gaps and Biases

- Collect all the biases and stories
- Diverse content on Wikimedia projects from under-represented communities
- More diverse content, specially under-represented communities
- Bridge our knowledge gaps
- What content are we missing?
- Collective understanding of ‘problematic bias’
- Wikimedia content should reflect the World, not only editors
- Oral/intangible sources being reliable sources

08. Beyond Wikipedia

- Provide tools that enable people to share knowledge beyond Wikipedia
- Build for diversity first

- Thriving new Wikimedia ‘storytelling’ community (broadening the meaning of knowledge)
- New project to capture folk or local knowledge, history at risk
- Take more active role in reaching out to new language communities with more contents in more mediums
- Become the knowledge hub for receiving, disseminating and connecting open free knowledge
- Find a place for none written/scientific knowledge
- Embrace multiple forms of knowledge
- Acknowledge more forms of knowledge
- Move beyond encyclopedic epistemology

09. Availability across languages

- Get away from English centrality.
- Make a community of meta translators
- Wikimedia projects will have adequate knowledge diversity among all cultures, languages and dialects
- English is no longer requires as ‘lingua-franca’
- Protect linguistic variation
- Access to knowledge in all languages by 2030
- Encourage content creation and dissemination in underserved languages
- Make forgotten/lost knowledge/languages revive
- Access not just by language but also by reading level
- We will have less anglo-centrism as a movement
- Honouring the importance of language, culture and documentation/knowledge diversity.

10. Support Emerging Communities

- Provide help and resources to smaller communities
- Ensure fair resource allocation to everyone, specially minorities, small languages and people with disabilities
- Wikimedia projects will be one of the main tools that close the gap between developed and emerging economies by providing educational content / opportunities
- Emerging communities have grown and are well interconnected
- Remove all barriers of access to knowledge
- More participation from ‘non-represented’ from ‘well represented’ areas (rural areas, illegal immigrants, arts and crafts people, disabled, poor suburbs)
- Encourage sharing knowledge and expertise without learning Wikitext or policies (wo being an insider?)

11. Automation

- Use instant automated content translation for ensuring neutral point of view
- We will have more automation
- Machines handle automatable tasks sensitively and effectively
- Drive artificial intelligence without linguistic change

- Wikipedia as an interactive, augmented reality tool - 'Wiki Assistant'

12. Innovation

- Provide access to a broad range of data sets and analysis tools to everyone
- We dare to experiment and learn
- Take more risks
- Contributing to Wikimedia projects is as common as posting on social media
- Not afraid to stop / kill experiments
- Interlinked knowledge everywhere in our projects with/for the world
- WikiCoin currency
- Edit by default - more experimental UIs and made-ups
- Text-to-speech edit possible for mobile devices

13. Adapt to technological context

- Invest in usable and appealing design to serve users better
- Adapt to the ecosystem of new technologies on the internet
- Keep up with changes in user experience / expectations
- Develop (new) ways of contributing to facilitate growth
- Reach across technology islands
- Preserve the 'edit button available to everyone' principle while embracing new platforms - sustain the livability of the content (always can edit/contribute)
- We have more technical resources to fit our needs
- Wikimedia content should adapt to different internet speeds
- Update Wikiprojects for digital natives
- Quality of internet access will vary around the world
- Wikimedia doesn't track you (e.g. government spying, data selling, etc.)

14. Our Values

- Wikis = Example of co-operation for the World
- We will enable people share knowledge and values outside of the Wikimedia projects
- Defend and promote verifiable knowledge
- Defend and maintain the free (no cost + freedom) web
- The brand 'Wikip/media' is protected against sell-out

15. Reliability and Quality

- We faced the creation of knowledge focusing on quality
- Editors/Readers are good at source evaluation
- We provide reliable content
- Our collection of free knowledge is protected from anti-knowledge influences
- Help restore public faith in verifiable facts
- Increased evaluation of projects
- Filter all contributions from certain users - relative / credibility sources about topics

16. What is missing?

- What about GLAM? - It should be an overarching theme

D2.02 / Ryan Merkley, CEO of Creative Commons



[\[Ryan Merkley Profile on Creative Commons\]](#)

Ryan Merkley, CEO of Creative Commons (CC), joined the Wikimedia Conference to share his own experience of developing a movement strategy for CC. Below is an approximate capture of some of his key points:

Ryan started by thanking participants for the privilege of speaking in his mother tongue. He framed the context of his talk: 18 months developing a movement strategy for Creative Commons, where he applied much of what he learned from the Wikimedia Movement and its predecessor in setting up their own movement.

Ryan introduced himself as the CEO of Creative Commons, but also as a Wikipedian - with a few edits erased by a bot - and a Mozillian, affirming that we are many roles and in many ways part of one movement of open access to knowledge and creativity.

Creative Commons is known for open licenses, but people might not know about its education projects, advocacy, and making goods publicly available. Ryan gave the example of a partnership with the the Metropolitan Museum in New York which took seven years to set up.

The heart of Creative Commons' organisational strategy is to "build a vibrant, usable commons, powered by collaboration and gratitude." It is a simpler form of gratitude to acknowledge the creator of the work, and to do it enthusiastically.

“It’s worth acknowledging that our work is political” - he said - “Open knowledge is a political act. We need to stand together to protect each other. There is power in that.”

Creative Commons’ communities rose by individuals that met people around the world and asked them whether they wanted to be local affiliates with adapted portable licenses. Once there was an international license, we took away from the local affiliates what gave them pride. So we needed to understand: we gave people a head start (preparation) with a set of questions and a series of inquiries, we brought in research and did surveys around the world. What we learned is if we wanted to reach people we needed to communicate in their language. For the first time, content was translated in major selected languages, and that made a big difference.

Talking about the strategy writing process, Ryan described that a 20-person drafting committee was a “special circle of hell” - moving from individual contribution to institutional settings and lawyers. First draft of the strategy was sent out for consultation, to then integrated all received comments and criticism. The Creative Commons Summit in April will bring the strategy back to the community in order to complete the process.

“Your work is important - it feels like it’s just a bunch of sticky notes on the wall, but they contain important insights. It’s hard to think of strategy.”

Making a dramatic pause, Ryan said: “You are weird... And so am I. The things we care about very deeply wouldn’t count as top 10 for most people. If I do rank top issues for others, we (strange people) know that open knowledge contributes to every single one. We are in this together - I am climbing into that hole with you.”

Questions and Comments from Participants

Q. = Question / A. = Answer / C. = Comment

- Q. We identify as movement but we don’t know what is behind it... Where are you?
 - A. Ryan made a difference between ‘franchise’ and ‘movement’ - Movement revolves around shared values, using tactics that may not be yours. Movements don’t decide who comes in, it’s based on the values people care about. I would say I am in ‘the movement’ and so are a lot of Creative Commons people.
- Q. About the people that are not in the room. In your case, the consumers, in our case the readers of different Wiki projects. But another part are the communities - in the movement management side, there is a feeling that communities are doing something readers don’t care about.
 - A. It is not only about editors and readers, but also those who produce primary sources, so we can quote them; we need journalism to be good. We need the internet to be reliable.

- A. If strategy is not frustrating and doesn't give you the feeling that you left something behind, you have done it wrong. It should feel hard, and frustrating... and having hard conversations about what not to do, rather than what to do, because we are only so many with only so much time and energy. Half the strategy will be written in this room, the other half will be written as you implement it - you are bound to get some of it wrong.
- C. Copyleft, as a movement, is even less important than it used to be. Remix culture is there but not in the terms you wanted or liked it to be. We placed that in "dying" [trends] analysis.
 - A. Copyleft as the set of licenses that qualify as free and open and don't restrict uses like commercial use. I don't think that idea is less relevant today. I will tell you that copyleft is on the rise, specially CC0, because some of us are making the case for what is the added value of that. It's used by governments, and companies like Flickr, who got a lot more content once they adopted it... "Pick big fights with your enemies, not small fights with your friends. There are a lot of enemies out there, let's point our attention at them."
- Q. When I first heard about Creative Commons I didn't know there was a legal component. I am looking for a space where I can share and access content without going through a corporate owned portal.
 - A. Creative Commons lives in all kinds of companies like Flickr (Verizon). There is no 'front door' to the commons. We are trying to address that - features like boxing for photographers, one-click attribution... We need tools that support the use of the commons.
 - A. There isn't one archive - Internet Archive is the likely host. CC grew the way it did because it built on the tools that people were already using. CC search gives you the list but directs you to the platforms. If we become a competition for platform partnerships, we have to consider the impact...
- Q. How about the legal component applied to patents?
 - A. Could Creative Commons have a space in the patent world? A lot of people ask for specific licenses for exe, .com, education...

[DAY 3]

D3.01 / Theme Statements: Priorities and Implications

Moving into the most focused task of the Movement Strategy track, participants were asked to place themselves near the category they felt most inclined to contribute to. From this initial selection, participants in each category were asked to form smaller groups of 3 to 4 people with the purpose of producing thematic statements that would inform the overall Wikimedia strategy. 37 task-forces were formed.



01 | Ritual dissent and appreciation

The process of carving out the statement happened in several rounds, using a method of ‘ritual dissent.’ After working on an initial draft, each task-force would send out an ‘ambassador’ of the group to share the proposal to another group. The ambassador would then turn their back to the group they were visiting in order to listen to ‘constructive dissent’ and critique on the proposal. The ambassador would then return to their home group with the comments and consider them while re-drafting and refining the proposal. This process continued until the fourth round, where ‘ritual dissent’ became ‘ritual appreciation,’ meaning the visiting groups were asked to offer positive remarks on the work instead of critique. When the statements were finalized, there was a great feeling of achievement, demonstrated by the amount of group selfies that followed this exercise.



02 | Voting and comments

To add another layer of insight about the results of the task-forces, the whole conference (not only the participants in the Movement Strategy) were invited to comment on and attribute some ‘weight’ to the statements by using dot prioritisation. Each person was given three red dots to vote on the direction they believed Wikimedia movement should focus on, two green dots to vote on the statements they felt they had personal energy to contribute to, and one blue dot to spot the ‘weak signals’ (statements that might contain more subtle, but relevant, insight about the future).

03 | Results

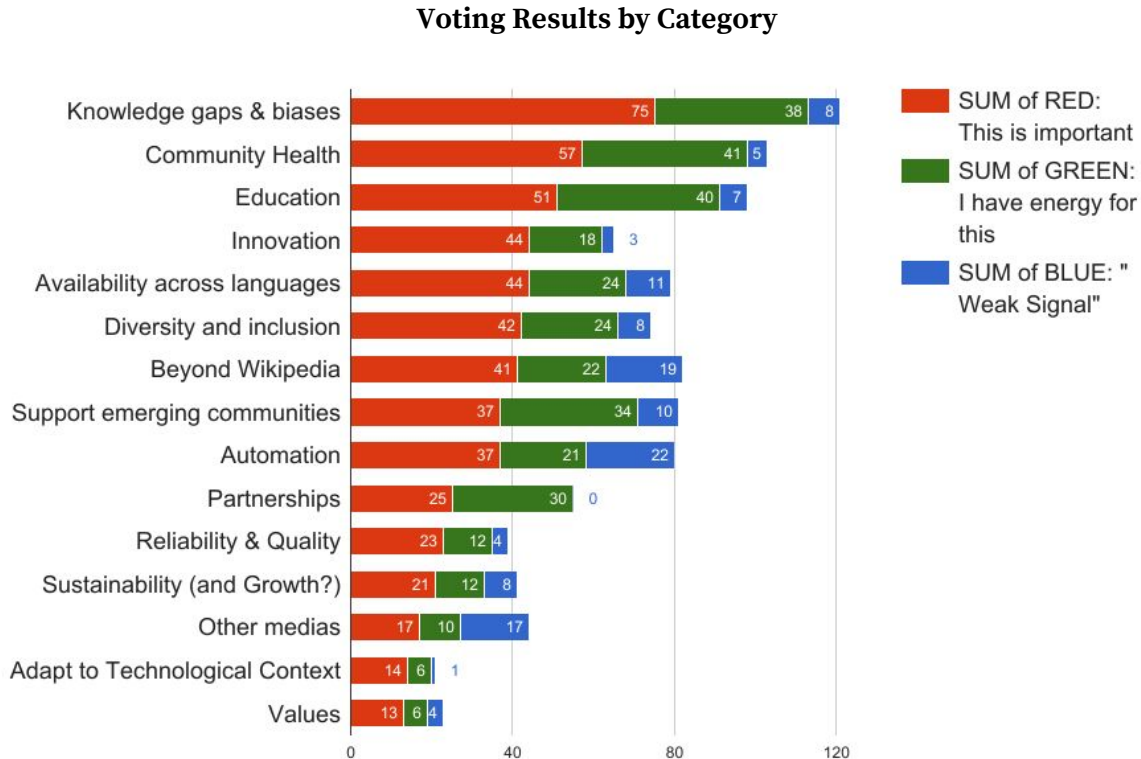
List of Thematic Statements below under the same categories used for clustering key points (see D2.01). [A spreadsheet with the thematic statement authors, the voting results and comments from participants is available for consultation.](#)

RED: This is important for Wikimedia to pursue.

GREEN: I have energy to invest in this.

BLUE: ‘Weak Signal’ - something that deserves attention, without explaining

Dot prioritization of thematic statements



Other medias (2 statements)

1. By 2030, Wikimedia should empower everyone to contribute and interact with a rich diversity of quality, curated multimedia, such as video, audio, 3D, tastes, touches, smells, and beyond, to share freely in the full range of knowledge and experience.



Red (Wikimedia): 15, Green (personal energy): 7, Blue ("weak signal"): 17

2. Wikimedia will support a variety of learning experiences by providing a richer multimedia experience that is easy to create collaboratively.



Red (Wikimedia): 2, Green (personal energy): 3, Blue ("weak signal"): 0

Sustainability & Growth (3 statements)

3. In order to be able to fulfill our mission in perpetuity, we the Wikimedia movement, shall continue and boldly expand our activities and impact, using our resources effectively and following our values, while continuously adapting to the world around us.



Red (Wikimedia): 1, Green (personal energy): 1, Blue ("weak signal"): 11

4. By 2030, Wikimedia should be a globally-recognized, sustainable movement that has excellence in self-governance and collaboration with actors and stakeholders to advocate, create, and distribute free knowledge.



Red (Wikimedia): 15, Green (personal energy): 7, Blue ("weak signal"): 2

- The Wikimedia movement should strive for every human being to become a Wikimedian.



Red (Wikimedia): 5, Green (personal energy): 4, Blue ("weak signal"): 0

Community health (3 statements)

- By 2030, Wikimedia must be a constructive, collaborative and inclusive community where everyone feels welcome and can have fun.



Red (Wikimedia): 30, Green (personal energy): 15, Blue ("weak signal"): 4

- By 2030, we must recognize volunteers are the most valuable asset and deserve a healthy environment; we will both treat our community health issues and foster proactive care.



Red (Wikimedia): 14, Green (personal energy): 18, Blue ("weak signal"): 0

- The Wikimedia community should invest resources to actively adopt processes that make our environment welcoming, nurturing, and fun for new and existing contributors, readers, and supporters.



Red (Wikimedia): 13, Green (personal energy): 8, Blue (“weak signal”): 1

Education (3 statements)

- The Wikimedia movement takes an active role in universal education and supports the contribution of learners to the Wikimedia projects globally.



Red (Wikimedia): 17, Green (personal energy): 16, Blue (“weak signal”): 2

- By 2030, all educators worldwide are empowered to teach about understanding and contributing to free knowledge through Wikimedia projects.



Red (Wikimedia): 10, Green (personal energy): 12, Blue (“weak signal”): 2

- By 2030, free knowledge is an integral part of formal and informal education around the world, for diverse new generations to participate in free knowledge, regardless of local resources. Sharing is standard in society and knowledge commons thrives.

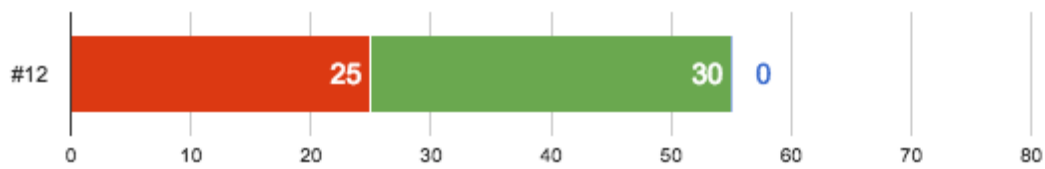


Red (Wikimedia): 24, Green (personal energy): 12, Blue (“weak signal”): 3

Partnerships (1 statement)

- By 2030, Wikimedia should lead an ecosystem of key players in the knowledge commons movement to improve the quantity, quality, and reach of free content, to

extend the credibility of the knowledge commons and to increase its resilience without compromising our independence or values.



Red (Wikimedia): 25, Green (personal energy): 30, Blue ("weak signal"): 0

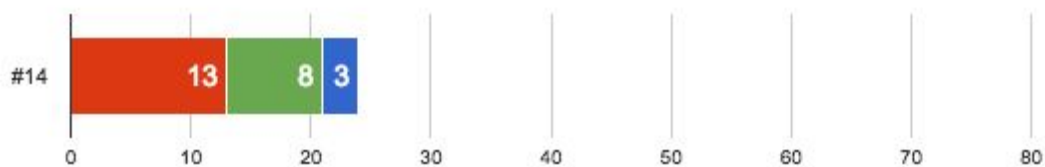
Diversity & inclusion (3 statements)

13. Everybody feels welcome and safe.



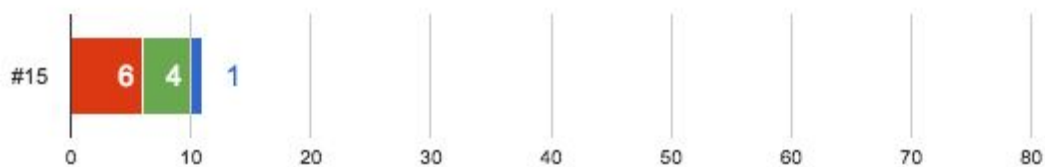
Red (Wikimedia): 23, Green (personal energy): 12, Blue ("weak signal"): 4

14. By 2030, Wikimedia movement should become a proactive agent of change towards the subversion of systems of knowledge inequality, while embracing values of diversity and inclusivity.



Red (Wikimedia): 13, Green (personal energy): 8, Blue ("weak signal"): 3

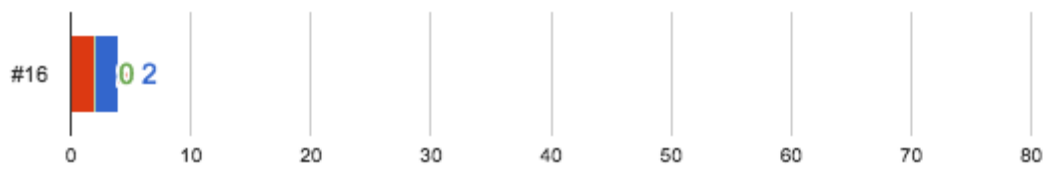
15. By 2030, the movement will reflect the diversity of human experience.



Red (Wikimedia): 6, Green (personal energy): 4, Blue ("weak signal"): 1

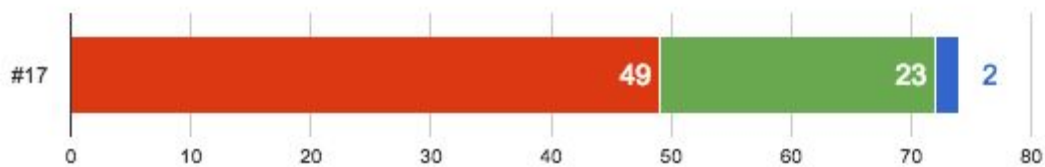
Knowledge gaps & biases (4 statements)

16. Creating an adaptive infrastructure (technological, etc.) which will support the production and preservation of diverse forms of knowledge.



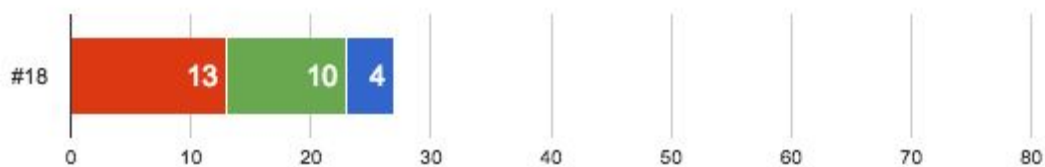
Red (Wikimedia): 2, Green (personal energy): 0, Blue ("weak signal"): 2

17. Knowledge is global: we must move beyond western written knowledge, towards multiple and diverse forms of knowledge (including oral and visual), from multiple and diverse peoples and perspectives, to truly achieve the sum of all human knowledge.



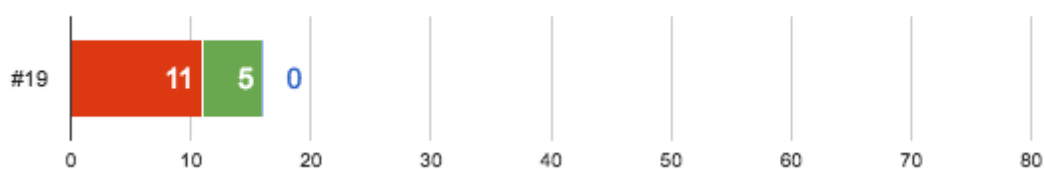
Red (Wikimedia): 49, Green (personal energy): 23, Blue ("weak signal"): 2

18. By 2030, every person who is looking for information on any subject is able to find it on a Wikimedia project in their own language.



Red (Wikimedia): 13, Green (personal energy): 10, Blue ("weak signal"): 4

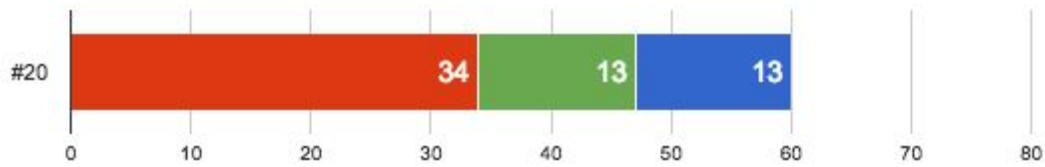
19. By 2030, Wikimedia will have reformed the manner in which it identifies, collects and reflects the knowledge and perspectives that encapsulates the full range of the human experience by embodying an open culture that celebrates, values, and actively incorporates diversity.



Red (Wikimedia): 11, Green (personal energy): 5, Blue ("weak signal"): 0

Beyond Wikipedia (3 statements)

20. Enable everyone to collect, curate, and share knowledge beyond encyclopedia knowledge from all fields, cultures, and traditions.



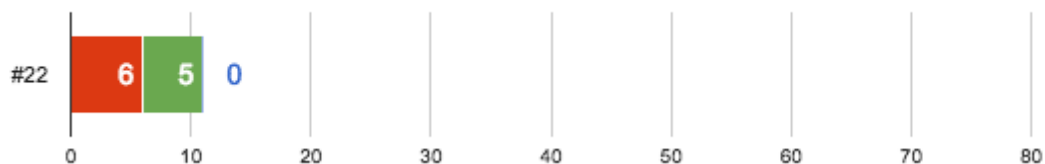
Red (Wikimedia): 34, Green (personal energy): 13, Blue ("weak signal"): 13

21. Empower anyone to learn, teach, and research by providing a platform to share and access media, data, tools, and social interactions for growing the sum of all human knowledge.



Red (Wikimedia): 1, Green (personal energy): 4, Blue ("weak signal"): 6

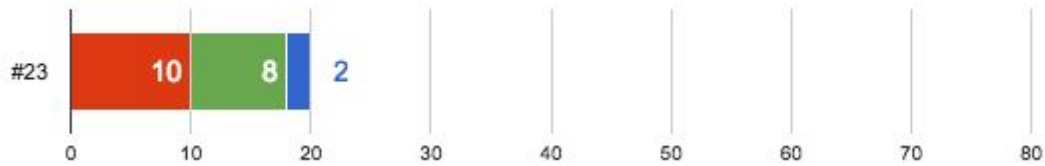
22. By 2030, Wikimedia should be a home for free knowledge – flexible in format and building bridges across languages – opening contributions from non-traditional knowledge sources.



Red (Wikimedia): 6, Green (personal energy): 5, Blue ("weak signal"): 0

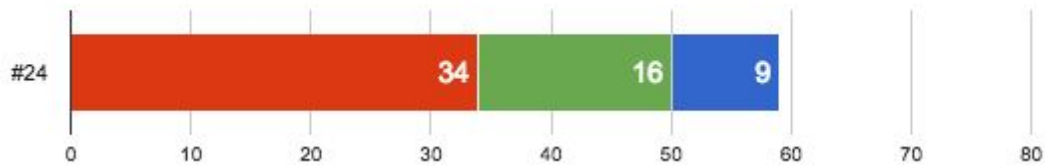
Availability across languages (2 statements)

23. By 2030, Wikimedia should help language communities interested in Wikimedia achieve an equal Wikimedia presence. This includes social inclusion, technology, respect for diversity.



Red (Wikimedia): 10, Green (personal energy): 8, Blue ("weak signal"): 2

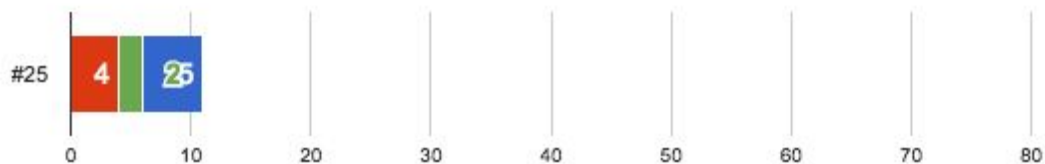
24. By 2030, Wikimedia projects should be available in all the (live and dead) languages of the world.



Red (Wikimedia): 34, Green (personal energy): 16, Blue ("weak signal"): 9

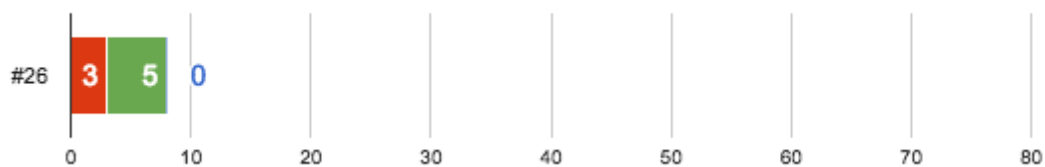
Support emerging communities (4 statements)

25. By 2030, Wikimedia should empower emerging communities through exchange in a mutually-inclusive framework that embraces human experience in all its forms.



Red (Wikimedia): 4, Green (personal energy): 2, Blue ("weak signal"): 5

26. In 2030, Wikimedia should be a place where emerging communities are guaranteed support from peer communities so that members of all communities can share in the sum of all knowledge in their own language.



Red (Wikimedia): 3, Green (personal energy): 5, Blue ("weak signal"): 0

27. By 2030, Wikimedia should empower emerging communities by reducing barriers to access and share free knowledge.



Red (Wikimedia): 15, Green (personal energy): 14, Blue ("weak signal"): 2

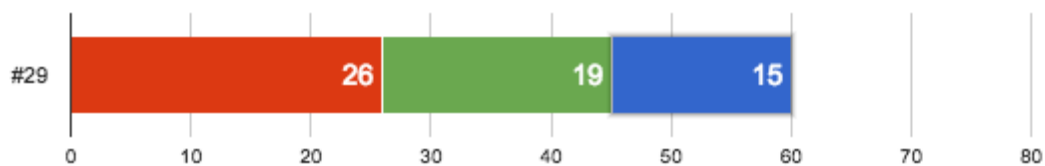
28. By 2030, Wikimedia should institutionalize the research of emerging communities to efficiently find / discover, understand, resources, and nurture them towards maturity and use their performance as a key index to assessing the Foundation's own performance.



Red (Wikimedia): 15, Green (personal energy): 13, Blue ("weak signal"): 3

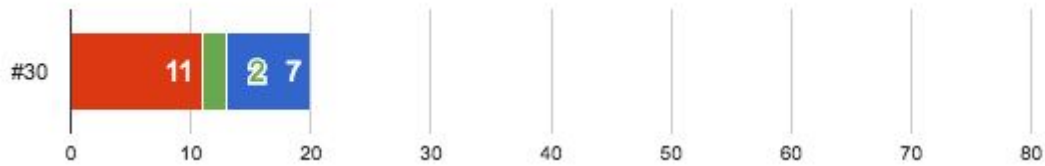
Automation (2 statements)

29. Wikimedia, in order to make all knowledge available in personalized ways and empower contributions to create and curate it, needs increasing automation with a human touch.



Red (Wikimedia): 26, Green (personal energy): 19, Blue ("weak signal"): 15

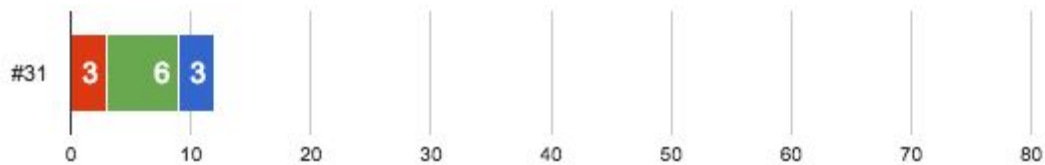
30. By 2030, Wikimedia should operate at the forefront of advanced semi-automated open knowledge technologies.



Red (Wikimedia): 11, Green (personal energy): 2, Blue ("weak signal"): 7

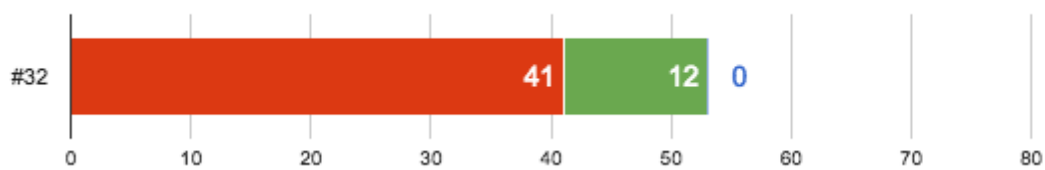
Innovation (2 statements)

31. By 2030, Wikimedia should proactively innovate on all aspects of our movement, including community, content, technology, partnerships, and governance. Take bold steps to be a positive, relevant, impactful force in the world.



Red (Wikimedia): 3, Green (personal energy): 6, Blue ("weak signal"): 3

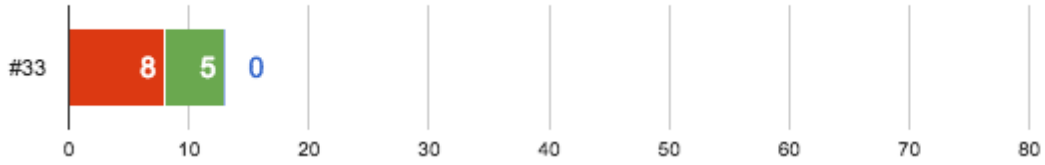
32. From now on until 2030 and beyond, Wikimedia as a movement – communities, WMF, Wikimedia affiliate organizations and other stakeholders – should dare to evolve, be open and supportive of disruptive ideas, willing to experiment, take risks and accept failure, and embrace innovation in order to adapt to the rapidly-changing realities of every human being.



Red (Wikimedia): 32, Green (personal energy): 41, Blue ("weak signal"): 0

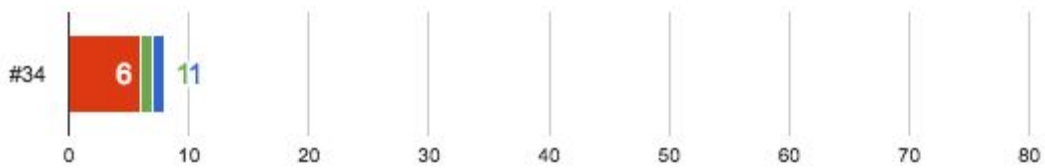
Adapt to technological context (2 statements)

33. By 2030, Wikimedia will be quickly adapting to new digital technologies and innovations, to excel in gathering, customized distribution, and structuring of human knowledge to remain relevant.



Red (Wikimedia): 8, Green (personal energy): 5, Blue ("weak signal"): 0

34. By 2030, Wikimedia will provide user experiences that do not limit, but encourage users to share, organize, and access knowledge.



Red (Wikimedia): 6, Green (personal energy): 1, Blue ("weak signal"): 1

Our values (1 statement)

35. By 2030, we live freedom of speech, openness, cooperation, independence, diversity and tolerance and stand for non-profit, fact-based, community-based and supportive knowledge activism open to everyone.



Red (Wikimedia): 13, Green (personal energy): 6, Blue ("weak signal"): 4

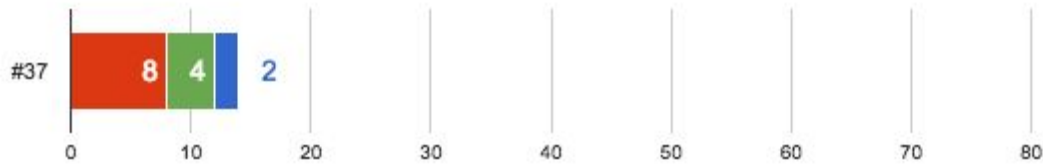
Reliability and quality (2 statements)

36. By 2030, Wikimedia should guarantee verifiable, accurate and balanced content across languages to result in reliable knowledge accessible to every individual.



Red (Wikimedia): 15, Green (personal energy): 8, Blue ("weak signal"): 2

37. By 2030, Wikimedia as a movement demonstrates that quality makes knowledge trustable by: providing high-quality information from all kinds of reliable sources to knowledge users around the world, and by having defined means of measuring and monitoring quality and reliability.



Red (Wikimedia): 8, Green (personal energy): 4, Blue ("weak signal"): 2

D3.02 / Next Steps & Closing

Closing session was led by Nicole, who thanked all of those who made the conference possible, especially the participants who contributed their energy, insights, and commitment.

Suzie Nussel shared with the audience the next steps in terms of how the input from the Movement Strategy track will be integrated in the overall strategy. [The slides from Suzie's input are available for consultation.](#)

A summary document will be produced and results from the conference will be posted on Meta-Wiki, and potentially translated by the language liaisons. All thematic statements will be included in the process.

There is an open invitation to groups, sub-groups and semi-organised groups to bring this conversation to their local realities, and to engage discussion coordinators because they will be the designated point of contact for each group.

Ryan Merkley also joined for a few last words of support for the time to come, reminding everyone that developing a strategy is a worthwhile but often difficult process.

To close, the facilitators invited all participants to form a giant circle in the main hall and do collective 'cheers and shouts' that represented the energy that all have put into the conference, and subsequently, the energy that each of the participants is taking back home.



“Strategy is a hopeful act of leadership. [...] The process is half the strategy.” - “You are weird...but you are right.”

-- Ryan Merkley (CEO, Creative Commons)



[Click the image to see what this is all about.](#)