Session objectives

- To share the strategy process so far.

- To discuss at your tables.

- To have a Q&A session.

Discussion

- 05min: 4 people groups

    - Discuss:

        - **Q. What brought you to this session?**

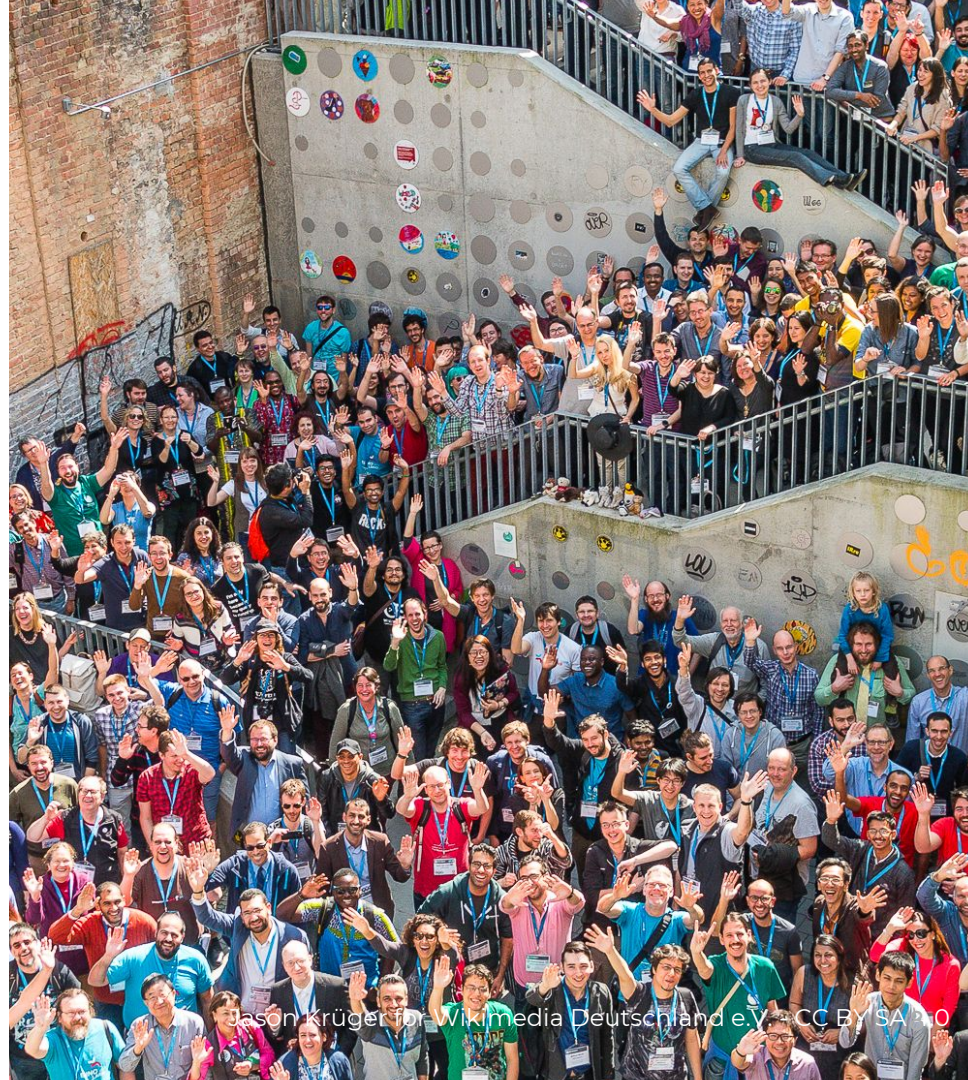   - And don't forget to introduce yourself.

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Questions & Suggestions

- While listening to the presentation…
- Use the paper to capture:

  - ○ **One paper for QUESTIONS.**

  - ○ **One paper for SUGGESTIONS.**

- We will have a Q&A at the end.

  - ○ And collect all your questions and suggestions at the end.

Wikimedia 2030

4 Tracks
2 Phases
3 Cycles
5 Themes
1 Direction

We have a direction!

The strategic direction

By 2030, Wikimedia will become the essential infrastructure of the ecosystem of free knowledge, and anyone who shares our vision will be able to join us.

We, the Wikimedia contributors, communities, and organizations, will advance our world by collecting knowledge that fully represents human diversity, and by building the services and structures that enable others to do the same.

We will carry on our mission of developing content as we have done in the past, and we will go further.

Knowledge as a service: To serve our users, we will become a platform that serves open knowledge to the world across interfaces and communities. We will build tools for allies and partners to organize and exchange free knowledge beyond Wikimedia. Our infrastructure will enable us and others to collect and use different forms of free, trusted knowledge.

Knowledge equity: As a social movement, we will focus our efforts on the knowledge and communities that have been left out by structures of power and privilege. We will welcome people from every background to build strong and diverse communities. We will break down the social, political, and technical barriers preventing people from accessing and contributing to free knowledge.

Now we determine how we get there.

What we can build on today

- A [Strategic Direction](#) with support across the movement
- [Research and sources from Phase 1](#) and earlier
- A window of opportunity that is wide open right now!
- Improved trust and stronger relationships across the movement
- Our community, identity, brand and connections
- Interest & engagement from different movement groups who already started to contextualize the direction in their work ([partnerships](#) and [diversity](#) groups)

Core team

Nicole Ebber: Program Manager, Movement Strategy

Kaarel Vaida: Architect, Movement Strategy

Jodi McMurray, Project Manager, Movement Strategy
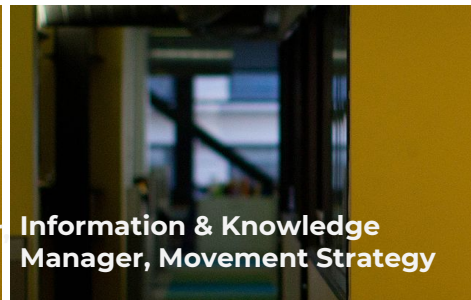
Information & Knowledge Manager, Movement Strategy

Anna Lena Schiller: Thought & Process Facilitator

Bhavesh Patel: Process Support Lead, Movement Strategy

Anne Kierkegaard: Project Assistant
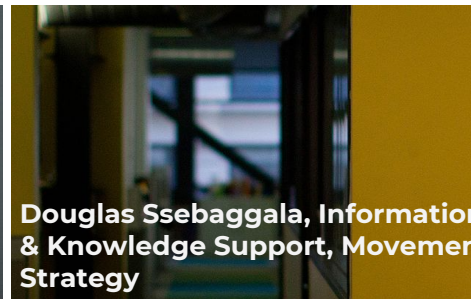
Douglas Ssebaggala, Information & Knowledge Support, Movement Strategy

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Process

Roadmap 2018-2020

		2018 WMCON		2019 WMCON		2020 WMCON
Contextual			Change process		Pilot and implementation	next steps
Structural			Recommendations		Recommendations and implementation	next steps
Programmatic			Organizational planning		Experimentation and evaluation	alignment
Tactical				Project and	community processes	

The work ahead

- **At every level**: How do we evolve in a healthy and consistent way? What do we need to change or adapt as we move toward our strategic direction?
- **Across the movement:** What are the critical questions we, as a movement, need to resolve around our <u>structures</u> in order to be successful?
- **In movement organizations**: How do we contextualize and apply the direction? What sort of <u>programs</u> and efforts should we undertake? What are our first priorities?
- **For projects and individuals**: What are the priorities for individual Wikimedia projects, or within projects? What do contributors need and care about?

The work ahead

- **At every level**: How do we evolve in a healthy and consistent way? What do we need to change or adapt as we move toward our strategic direction?
- **Across the movement:** What are the critical questions we, as a movement, need to resolve around our structures in order to be successful?
- **In movement organizations**: How do we contextualize and apply the direction? What sort of programs and efforts should we undertake? What are our first priorities?
- **For projects and individuals:** What are the priorities for individual Wikimedia projects, or within projects? What do contributors need and care about?

Scope of the process

- To achieve our strategic direction, we need to decide how to evolve **our structures at the movement level** so we can all seize the opportunities ahead.

- Over the next year, we will engage in a structured, distributed process to develop concrete guidance for how we can evolve as a movement in order to be successful.

- Working groups of 10-15 people representing diverse backgrounds and movement roles will develop guidance through open, collaborative analysis and learning.

- Everyone will have a chance to offer their expertise and perspective through open, on-wiki sharing.

Participants

Participants

Executive Director	Owner/project sponsor of the Movement Strategy Process
Core Team	Responsible for the process, operations, logistics, and focus; working under different kinds of contracts to the Wikimedia Foundation
Board of Trustees	Review and confirm models for acceptance of recommendations; participate in Working Groups, support an effective and inclusive process
Working Groups	10-15 people from across the movement and beyond; will develop guidance regarding key thematic areas
Steering Committee	Supports the core team with selecting the working group members
Strategy Liaisons	Ensure constant and structured information flows between organizations/groups and the process
Everyone	Will have a chance to offer their expertise and perspective

Working groups

Thematic areas

Roles & Responsibilities	Revenue Streams	Resource Allocation
Partnerships	Community Health	Product & Technology
Capacity Building	Diversity	Advocacy

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Timeline

CALL FOR PARTICIPATION	SET-UP & START OF DISCUSSIONS	RECOMMEN-DATIONS: SCOPING	RECOMMEN-DATIONS: ANALYZING	RECOMMEN-DATIONS: CONCLUDING	IMPLEMENTATION AND ITERATION
June 2018	July-September 2018	October-December 2018	January - March 2019	April - July 2019	August 2019 - June 2020

Working groups

ASSEMBLE

Created by HeadsOfBirds
from the Noun Project
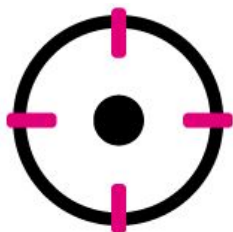
DEFINE SCOPE

Created by Anna Lena Schiller

DISCUSS

Created by Lemon Liu
from the Noun Project
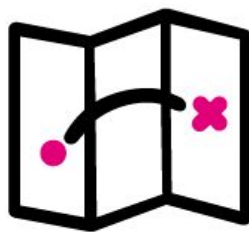
CHART WAY FORWARD

Created by Ananth
from the Noun Project

RECOMMEND

Created by Gregor Cresnar
from the Noun Project

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Responsibilities

- **Responsibilities**
  - Develop recommendations for how we evolve, with community input
  - Define individual group workflows, governance, and timelines
  - Commit ~5 hours per week, per person

- **Support**
  - Core team will provide support
  - Budget for travel, training, research, administration, translation

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Composition

- **Composition**
    - One Working Group per Thematic Area
    - 10-15 members from across the movement and beyond
    - Focus on diversity, representation, and expertise

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Coordination

- Each Working Group has two co-coordinators (one selected by the Core Team, one selected by the group)

- All coordinators form the Steering Group to ensure coordination and information across groups.

- The Steering Group is supported by the Core Team.

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STEERING GROUP

Working Group Support

Core Team

Katherine

Board of Trustees

Working groups applications

Application process

- Open call for Working Group members (12 June - 2 July)

- Core Team assessed applications and created shortlist of members

- Steering Committee reviewed list and selected members (18 July)

- Announcement of selected members: 20 July 2018

- Invite those who are here to the strategy space

- Onboarding and defining the scope

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Diversity criteria

Region	Represent	Group	Role	Gender	Perspective
Africa	CEE	Chapter	Board member	Male	External
Asia	ESEAP	Committee	Other	Female	Other
Europe	Iberocoop	Project community	Staff	Other	
North America	Indaba	User Group	Volunteer		
South America	Emerging	WMF			

Applications: Geography

Applicant trends

- 172 applications, 88 initial members
    + many very good and motivated applications
    + good mixture of volunteer, board and staff roles
    + diversity in terms of types of organization
    - overly Western centered
    - not enough women
- The Working Groups don't yet have the level of diversity that represents the movement right now.

Steps to fill the gaps

- Wikimania conversations (on stage and backstage)

- Get the Steering Committee's input

- Announce the initial members and communicate openly about the gaps

- Work together with Working Group members to map and fill the gaps

- Identify connectors and get their expertise and support

- Use existing data and contacts (e.g. from strategy salons last year)

- Accept future applications as they come in. Consider to open another call for diversification

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Working Groups meeting

Applications

Number of applications per Working Group / 1st and 2nd priority*																	
Advocacy		Capacity Building		Community Health		Diversity		Partnerships		Product and Technology		Resource Allocation		Revenue Streams		Roles and Responsibilities	
1st	2nd	1st	2nd	1st	2nd	1st	2nd	1st	2nd	1st	2nd	1st	2nd	1st	2nd	1st	2nd
14	10	17	18	21	31	37	14	20	13	22	15	18	14	5	13	21	10
Total: 24		Total: 35		Total: 52		Total: 51		Total: 33		Total: 37		Total: 32		Total: 18		Total: 31	
Total number of 1st priority																	175
Total number of 2nd priority																	138

as of 9 July

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Applications: Role

ROLES

Other
2.3%

Board
32.2%

Volunteer
36.8%

Staff
28.7%

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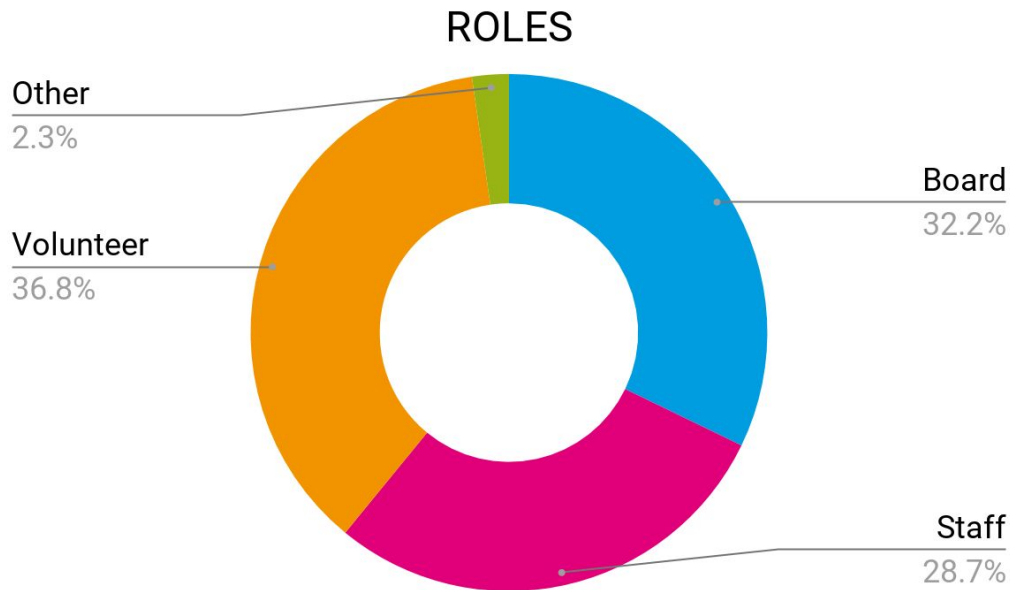
Applications: Gender

GENDER IDENTIFICATION

Other 1.7%

Not mentioned 9.8%

Female 25.9%

Male 62.6%
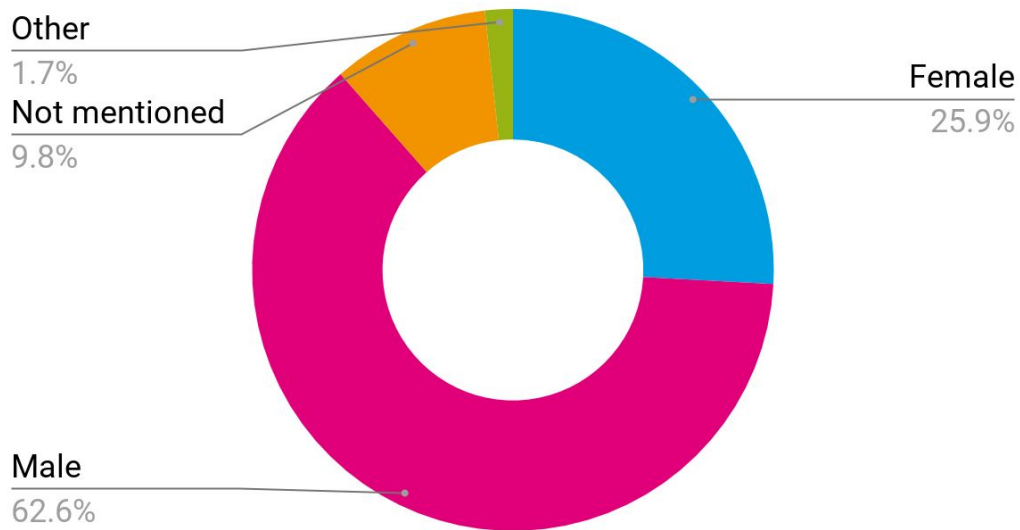
Applications: Affiliation
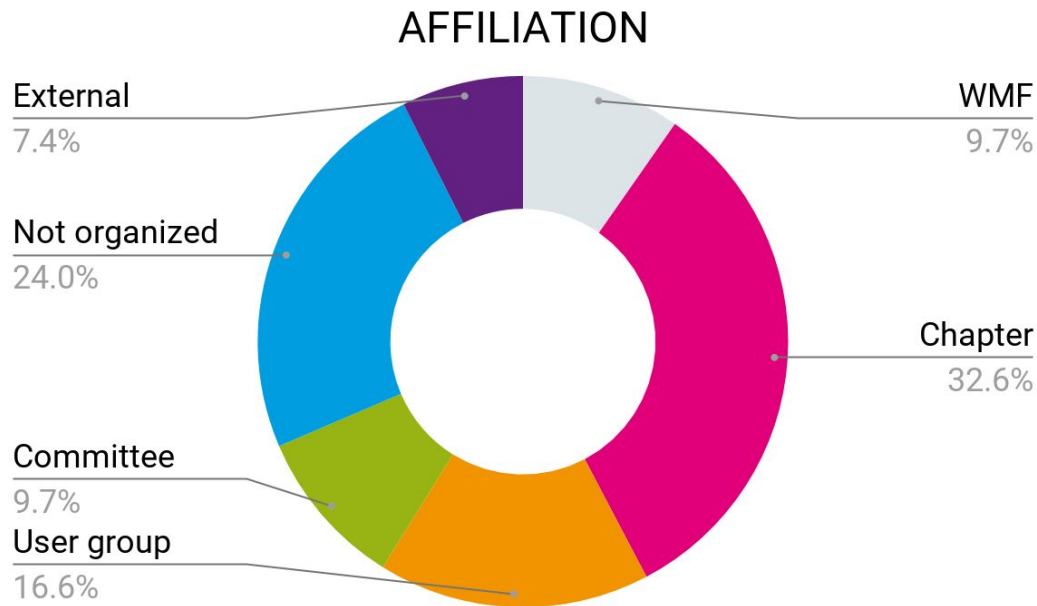
AFFILIATION
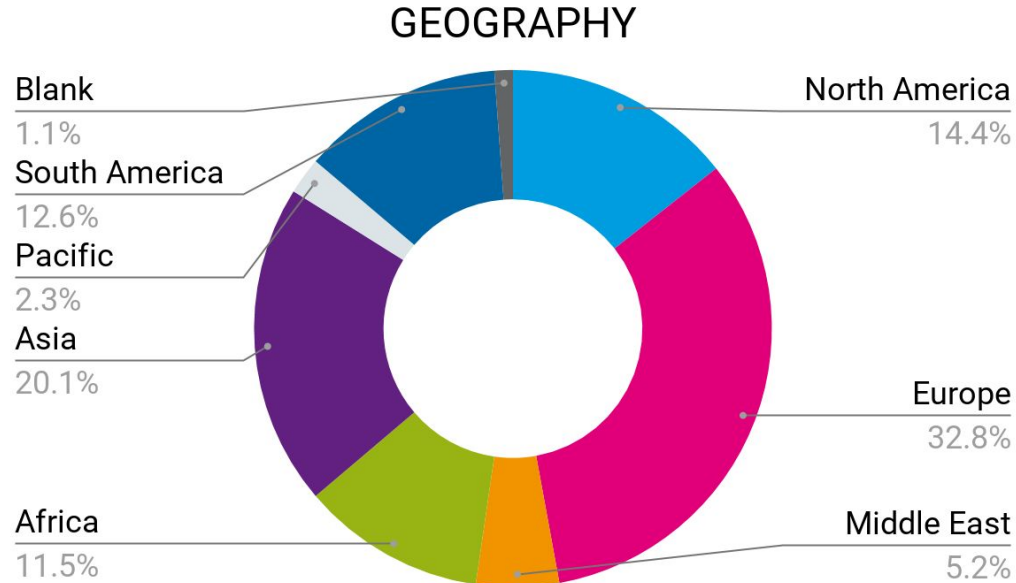
External
7.4%

Not organized
24.0%

Committee
9.7%

User group
16.6%

WMF
9.7%

Chapter
32.6%

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Applications: Geography

GEOGRAPHY

North America 14.4%

Europe 32.8%

Middle East 5.2%

Africa 11.5%

Asia 20.1%

Pacific 2.3%

South America 12.6%

Blank 1.1%

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Thematic Areas

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Thematic Areas

Roles & Responsibilities	Revenue Streams	Resource Allocation
Partnerships	Community Health	Product & Technology
Capacity Building	Diversity	Advocacy

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Roles & Responsibilities

Focus

- The organizational and affiliate model of the Wikimedia movement;
- the different roles, purposes and relationships of the WMF and its affiliates and committees;
- global, regional, local and thematic responsibilities of movement organizations (existing and prospective);
- movement wide leadership, governance and decision-making processes;
- equity within our structures and distribution of responsibilities for crucial functions needed by the movement (legal, fundraising, data protection, software development, communication)

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Roles & Responsibilities

Guiding Questions

- What is the definition of the "Wikimedia movement"—who is in it and what roles do they play?
- What are the changes we need to make in our organizational structures, global decision making processes, and power dynamics in order to live up to our strategic priority of equity?
- How do we share responsibilities across the global movement so that people, organizations and groups are empowered to best serve our mission and advance towards our strategic direction?
- What are the roles and purposes of the Wikimedia Foundation, of its affiliates and committees?
- What processes do we need to initiate to manage any future change in a inclusive, participatory, but yet effective way?

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Revenue Streams

Focus

- principles for revenue streams in the movement;
- models for revenue streams that already exist in the movement and in other non-profit organizations and movements;
- development of models for revenue streams in alignment with the development of the product;
- ways to tap into the full potential of movement stakeholders (like organizations, groups, allies, partners and donors) when it comes to generating revenue streams;
- evaluation and enhancement of current structures and responsibilities for the generation of revenue streams for the movement.

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Revenue Streams

Guiding Questions

- How can we maximize the revenue for the movement?
- What do we need to change or add to our current fundraising structures and processes to make them more sustainable, adaptive, and distributed appropriately?
- What "red lines" should exist to guide our practices? What new approaches are we willing to consider to maximize the revenue streams for the movement?
- Which (movement) bodies should take on what (local, regional, global) responsibilities in ensuring revenue streams for the movement? How can these efforts be best coordinated?
- Do we need to connect or align our strategic approaches for revenue streams with those for resource allocation?

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Resource Allocation

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Focus

- principles of equity in our structures for distribution and use of our financial resources within and beyond our movement;
- local, regional and global responsibilities for resource allocation and grantmaking across the movement, incl. grantmaking bodies and decision making processes;
- evaluation of global and local resource allocation models;
- the impact of funds spent, and accountability of movement entities.

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Resource Allocation

Guiding Questions (1)

- What are the movements resources that can be allocated?
- What is the movement's definition of equitable resource allocation?
- What do we need to adjust or introduce (e.g. in terms of processes, structures, culture, roles, power dynamics, incentives or understanding of impact) to ensure equitable resource allocation?
- What could be the impact of our resources, with regard to our Strategic Direction?
- How can we support innovation to move in this direction together?

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Resource Allocation

Guiding questions (2)

Governance:

- What are movement funds and how do we manage them to ensure accountability to the movement for all funds spent?
- Which (movement) bodies should take on what (local, regional, global) responsibilities in grantmaking and resource allocation? And how can these efforts be coordinated to ensure the best possible impact?
- Do we need to connect or align our strategic approaches for resource allocation with those for revenue streams? And if so, how do we do this?

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Diversity

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Diversity

Guiding Questions

- What privileges and power structures are hindering our progress towards our strategic direction and vision?
- What do we need to do to support change and respond to community concerns?
- How can we become allies to underrepresented groups to counter the structures of power and privilege and move towards knowledge equity?
- How do we extend the Wikimedia presence globally, with a special focus on underserved and emerging communities, like indigenous peoples of industrialized nations, and regions of the world, such as Asia, Africa, the Middle East, and Latin America?
- How do we bring in those who are not yet part of the movement?

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Partnerships

Focus

- opportunities and challenges related to building partnerships at the local, regional and global levels;
- strategic approaches to scaling the work that we do in ways beyond our own capacity and reach;
- collaboration with other organizations and movements to promote our vision and values;
- and move in our strategic direction with opportunities for wider impact.

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Partnerships

Guiding Questions

- How do we build our collaborative capacity to be the best and most effective partner?
- What are the specific areas where we need partners to advance in our strategic direction?
- What are the partners we want to work with, and how do we ensure alignment in our goals?
- How do we best share global, local and thematic responsibilities with entities inside and beyond our movement?
- What structural, including technical, changes might we need to make to be more partner-friendly?

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Capacity Building

Focus

- goals for investing in capacity building in our movement;
- understanding what capacities we need within the movement as such and identifying priorities for target groups;
- development of leadership skills to build leadership and expertise in our movement – in volunteer as well as staff roles;
- systematic approaches towards scouting, recruiting and retaining people with the needed skill sets (volunteer and staff) to support our work towards the *strategic direction as a global movement;
- implementing organizational and cultural change.

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Capacity Building

Guiding Questions

- What is our overall goal for building capacities across the different parts of the movement?
- How can leadership development and capacity building in the movement support our strategic priorities of knowledge as a service and knowledge equity?
- What are the capacities that we need in the movement and how do we build them?
- What capacities do we already cover, in which regions and communities do we cover these and where are the gaps that we need to fill to succeed?
- What capacities do partner organizations need to advance our mission, and how do we support the development of these capacities?

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Community Health

Focus

- structures, practices and resources necessary for supporting a culture of trust and collaboration in Wikimedia communities and organizations;
- the future perspective of engaging and including newcomers in a sustainable manner;
- balancing workload and personal health;
- critical roles in the communities and providing support to retain people with these roles and responsibilities.

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Community Health

Guiding Questions

- How do we as a movement define the term "community"?
- How can we ensure that our communities are places that people want to be part of and participate in, and how can we make people stay?
- How do we engage and support people that have been left out by structures of power and privilege?
- How can we either prioritize or balance the need to bring new community members into our movement and meet the expectations of existing contributors?
- What strategies can the movement develop for their constituencies to better balance huge workloads with their personal health?

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Product & Technology

Focus

- together with a wider spectrum of stakeholders, map future scenarios for product and technology development;
- develop structures for continuous communication and ongoing connections between product/technology teams, groups, communities and other stakeholders in the movement and beyond;
- map the needs and expectations for local technological capacity building.

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Product & Technology

Guiding Questions

- What is the future of Wikimedia product and technology and who are the stakeholders that need to be included in this conversation?
- What are the structures we need to engage with a wider spectrum of stakeholders from the Wikimedia movement and beyond to contribute to these conversations?
- How can we build local volunteer developer networks and connect them with the local communities they serve to advance our aspiration to become the essential infrastructure in the ecosystem of free knowledge?
- How must the experience of access, consumption and contribution evolve to engage communities that are currently unserved or underserved?

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Advocacy

Focus

- legal frameworks, public policies and agendas to define areas where active advocacy and political engagement supports our mission and our strategic direction;
- build capacities to break down political barriers;
- identify partners for political impact

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Advocacy

Guiding Questions (1)

- What policy areas do we want to prioritize on our way to becoming the essential infrastructure for free knowledge? Where do we have to align with the broader global movement?
- What policy changes are necessary to achieve our strategic vision? What are areas where the movement has an opportunity to make change?
- What is the most effective way to promote public policy that advances our goals? What kind of legal, public policy and activist capacities do we need within movement organizations and communities, and how can we build them?
- How do we bring awareness, support, and readiness to action to our community beyond the policy experts?

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Advocacy

Guiding Questions (2)

- How will the open knowledge movement support the growing need for legal work around the globe in defense of free speech, access to information, and open knowledge? Who is part of this movement and who are the partners we need to engage with to further our mission?
- How will the broader open knowledge movement organize itself to better reach and inform policymakers, legal advocates, and other stakeholders in matters related to the future of the open internet?
- How can Wikimedia use its considerable visibility and influence to work with other open internet and open knowledge allies to advocate for press freedom, free speech, universal internet access, and other policy goals that will ensure the free flow of information?

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Thematic Areas

Roles & Responsibilities	Revenue Streams	Resource Allocation
Partnerships	Community Health	Product & Technology
Capacity Building	Diversity	Advocacy

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Board participation

Board statement

The Board of Trustees is committed to the Movement Strategy process and will play two specific roles:

1) Individually, as members of the Working Groups
    a) participate mindfully in our individual capacity,
    b) bring our content expertise and experience to the discussion,
    c) ensure the information flow from the Working Group to the Board,
    d) support an effective, and inclusive process.

Board statement

2) Collectively, as the Board of Trustees

    a)   review recommendations from each Working Group and provide feedback,

    b)   resolve difficult questions as required and adhere to decisions made,

    c)   delegate approval of recommendations to an appropriate community mechanism whenever possible (such as endorsement or consensus),

    d)   make decisions when there is no other mechanism to make the decision,

    e)   accept the recommendations that are consistent with the movement's values, the Strategic Direction as well as law and other compliance requirements,

    f)   direct resources, budgets and capacities for the implementation of approved recommendations.

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Q&A

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Discussion

- 15min: In 4 people groups

  ○ Discuss:

    ■ **Q. What caught your attention?**

    ■ **Q. What questions do you have?**

      ● Which one do you want to ask first?

- ^^min: Whole Group

  ○ Q&A.

Strategy @ Wikimania

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The next three days

	FRIDAY	SATURDAY	SUNDAY
10:30-12:30		Come & Tell - what needs to change in our movement? *Part I: Roles and Responsibilities, Revenue Streams, Resource Allocation* *Part II: Partnerships, Capacity Building, Advocacy*	Strategy in Regional and Thematic Groups (with invitation)
14:00-15:30		Come & Tell: What needs to change in our movement? *Part III: Community Health, Diversity, Technology* ***Summary***	(tbd; emergent space)
16:00-17:00	What are the strategy Working Groups? *Open to all. Present the work. Recruit new people.*	Katherine's Keynote	./.
22:00-late	Strategy Bar	Strategy Bar	./.

Thank you!

EXTRA

SET UP

- Tables of 5 people.
- Paper and pens to write on each table.
- Create a 3min video about the Strategy Space for social media.
- ASSUME people know NOTHING.