

Wikimedia Foundation metrics meeting

23 February 2017



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FOUNDATION

Theme: the future of open



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Agenda

- Welcomes, theme introduction
- Movement update
- The Met Museum - Open Access policy
- Wikimedia Foundation values
- Movement strategy update
- Questions and discussion



Welcome

Requisition hires:

- Trevor Bolliger - Product - SF

Contractors, interns & volunteers:

- Aaron Vasanth - CE - India
- Clarissa Yeung - Advancement - SF
- Nick Gross - Legal - SF
- Andy Mroczkowski - Product - PA

Anniversaries

Tony Le (6 yrs)

Jon Robson (5 yrs)

Mark Holmquist (5 yrs)

Ed Sanders (4 yrs)

Greg Grossmeier (4 yrs)

Amy Vossbrinck (4 yrs)

Leila Zia (3 yrs)

Rachel Stallman (3 yrs)

Karen Zwicker (3 yrs)

Tyler Cipriani (2 yrs)

Joseph Allemandou (2 yrs)

Eric Evans (2 yrs)

Guillaume Lederrey (1 yr)

Jaime Villagomez (1 yr)

Sarah Roth (1 yr)

Riccardo Coccioli (1 yr)



WikiVillages

Capturing the rich cultural heritage of Cameroon on
Wikipedia

- A writing contest in English and in French, organized by AGRIPO, a collective development group of professional farmers.
- **1,354 new articles** about villages in French (baseline = 80), **13 new articles** about villages in English.
- “Local development requires open access to information. With more connectivity, there are increased possibilities to capitalize, network and disseminate an encyclopedic knowledge on the history, geography, culture, economy, lifestyle, heritage and wealth of the villages.”
- More:
https://en.wikipedia.org/wiki/Wikipedia:Wikivillages_of_Cameroon





#1Lib1Ref

Librarians of the world, unite!

- 2nd edition of this global campaign to engage librarians on Wikipedia. Hosted by The Wikipedia Library
- The challenge is to add citations to Wikipedia.
- **Three times more contributions, and two times more languages than last year: 18** participating languages, **4,171** edits from **741** contributors to **2,588** articles. Dozens of workshops hosted!
- Read more:
https://meta.wikimedia.org/wiki/The_Wikipedia_Library/1Lib1Ref



Public Domain, detail, Virgin and Child with Canon van der Paele, Jan van Eyck

Stewards election

- Stewards are a group of about 30 volunteers serving the global community in numerous ways focusing on **user rights** and cross-wiki **fight against spam, vandalism and abuse**.
- Anyone can apply to be a candidate, provided they fulfill a specific criteria. Candidate submissions were open through January 28. **Voting is open through February 28.**
- Read more:
https://meta.wikimedia.org/wiki/Stewards/Elections_2017



New members: Affiliations Committee

- The committee responsible for **guiding volunteers in establishing Wikimedia chapters, thematic organizations, and user groups** hosted an open call for candidates through 31 December 2016.
- **Kirill Lokshin** was elected for a new term; **Satdeep Gill** and **Camelia Boban** are two newly elected members.
- **Ting Chen, Manuel Schneider, Ganesh Paudel, Anirudh Singh Bhati,** and **Emily Temple-Wood** have finished their terms in the committee. Thank you for your service!



Foundation highlights

- **Project Grants open call.** The Community Resources team announced an open call for projects for the first round of Project Grants. The call is open until March 14. Grants will be announced in May 19, and disbursed in June.
- **New Transparency Report.** The Legal team announced the publication of a new transparency report, revealing 187 requests to remove or alter content on the projects (0 granted). More: transparency.wikimedia.org
- **Inspire campaign: Developing knowledge collaborations with non-movement partners.** 48 ideas created, 141 participants so far. Submit your idea until Feb 28!

Coming up in March 2017

- Wikimedia Conference in Berlin.
- Movement strategy: Cycle 1 discussions.
- Wikistats 2.0 Design: Round 2.
- Annual planning!

The Met Museum - Open Access policy



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The Metropolitan Museum of Art, New York

CC by SA 4.0, Marlith

“Wiki-fy the Met, and Met-ify the Wiki”

Bringing together the complementary strengths of global community and institutional knowledge.

Primary focus is on **artworks themselves**: all Public Domain artworks in the museum (2D + 3D) on **Wikimedia Commons**; all artworks in the museum on **Wikidata**.

Chiriquí Frog Pendant

- Our 1st upload
- (culture only documented on pl.wiki so far!)



Ferdinand I Armor

- WikiThree Project
- (2nd suit of armor ever on en.wiki)



An encyclopedic museum with global coverage

The Met offers a collection for the GLAM-wiki program that **bridges art and historical topics**, and high-quality images and data, **encourages community creation** of articles and other developments.

We expect: **375,000 photos** on Wikimedia Commons
400,000+ items on Wikidata


There are many **new genres** of articles practically missing from Wikipedia as yet, as we move beyond the paintings paradigm of art.

Lessons learned

- Focus on a **community of practice** and working with groups that share a deep interest in your efforts.
- Advantage in **provincialism** and building up local community.
- Embrace a **diversity of institutions** with different strengths, areas of focus, and steps along the openness path. Trying different contexts and activities is also important.

Upcoming activities and how to get involved

- **Image-add-a-thon** in April, probably at Watson Library at the Met.
- Possibility of collaboration with Women in Red, African and Asian campaign efforts, other **thematic online edit-a-thons**.
- Join us at [WikiProject Met](#), become [a member](#), and participate in [discussions](#).
- We need **tech help** with Wikimedia Commons, Wikidata, and Wikidata games!

The background features a light gray collage of various icons related to science, history, and geography. These include a classical building with columns, a microscope, a map of North America, a globe, a planet Saturn, a telescope, a profile of a person's head, a map of Australia, a pyramid, a classical bust, a map of South America, a llama, a classical building, a globe, a map of Australia, a pyramid, a classical bust, a map of South America, a llama, a classical building, a globe, a map of Australia, a pyramid, a classical bust, a map of South America, and a llama.

**Reach out for more
information:**

Richard.Knipel@metmuseum.org

Wikimedia Foundation values



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The background features a repeating pattern of light gray line-art icons. These icons include various architectural structures like the Brandenburg Gate and the Eiffel Tower, geographical maps of continents, celestial bodies such as Saturn and the moon, and animals including a kiwi, a llama, and a kangaroo. There are also icons of a person's head in profile, a pair of glasses, and a stylized 'W' shape.

**Our recommendations are
indivisible from our process.**

To understand our recommendations,
we need to walk you through our process.

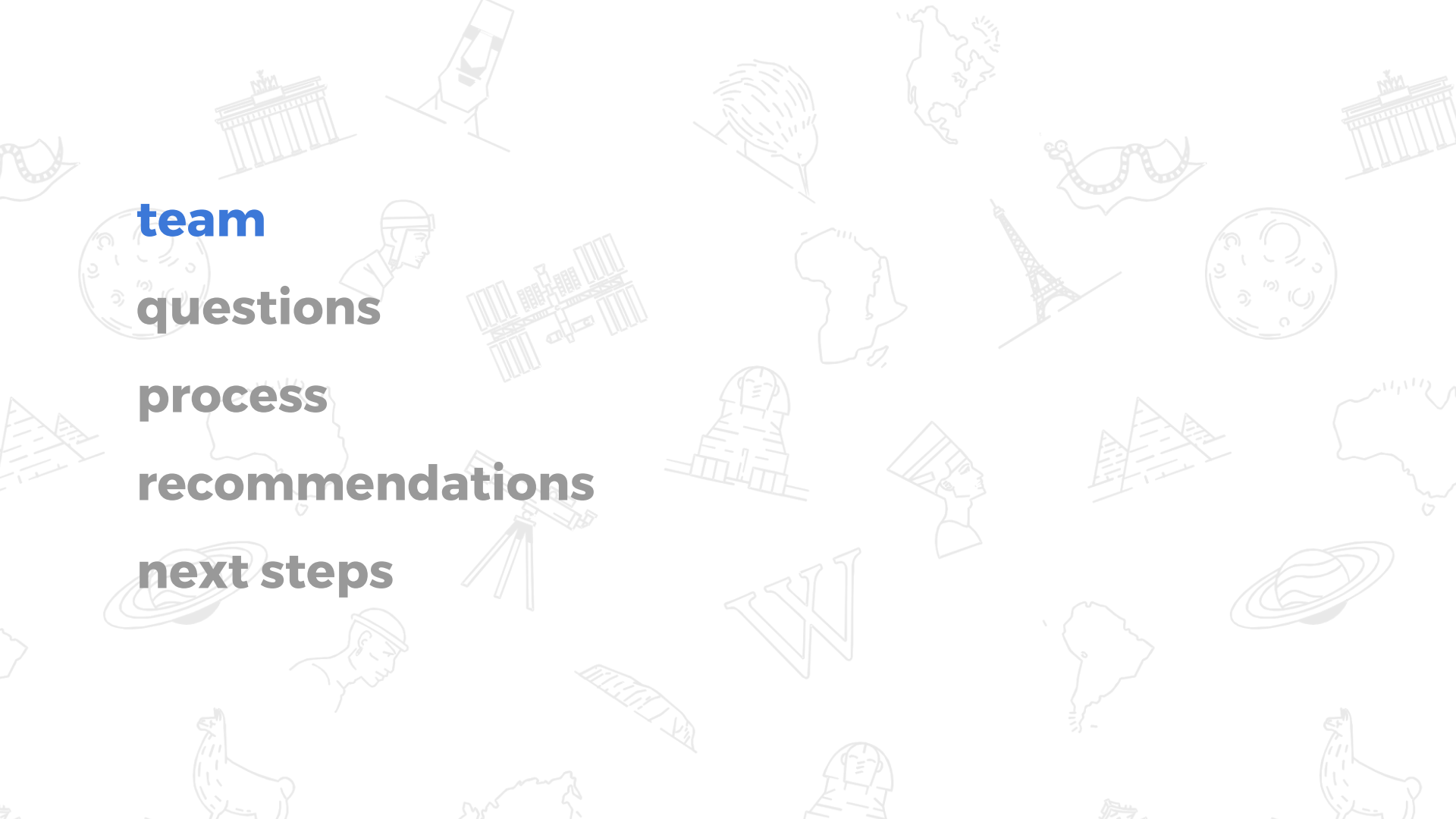
team

questions

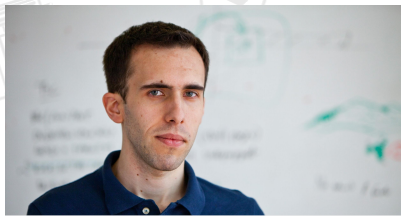
process

recommendations

next steps



Core team



Guillaume Paumier
(CC by SA 3.0, Myleen Hollero)



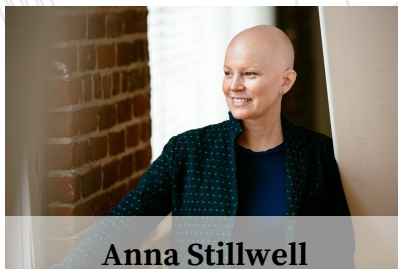
Kristen Lans
(CC by SA 3.0, Myleen Hollero)



Angel Lewis
(CC by SA 3.0, Myleen Hollero)

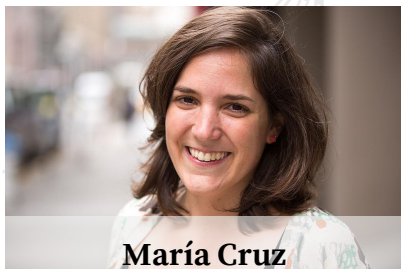


Arthur Richards
(CC by SA 3.0, Guillaume Paumier)



Anna Stillwell
(CC by SA 3.0, Myleen Hollero)

Extended team



María Cruz
(CC by SA 3.0, Victor Grigas)



Joel Aufrecht
(CC by SA 3.0, Myleen Hollero)

**We don't have to say *everything*
with our values...**





**... we have other foundational documents
to guide our decisions.**



Each answers a unique question.



Identifying the organization's values comes from identifying the underlying motivations for changing human lives the way we do.

The effect that the Wikimedia Foundation has on human lives is through our mission...

Our values are the deeply-held beliefs that explain why we do it.



[\[\[m:Values/2016 discussion/Framing\]\]](https://meta.wikimedia.org/wiki/Values/2016_discussion/Framing)

The screenshot shows the Wikimedia page for 'Values/2016 discussion/Framing'. The main content area includes a table of contents, a 'Background' section, a 'History' section, and a 'Values and guiding principles' section. The 'Background' section discusses the Foundation's history and the development of its values. The 'History' section details the process of creating the values, from the initial discussions in 2007-2008 to the final adoption in 2013. The 'Values and guiding principles' section lists the six values: Freedom, Accessibility and quality, Independence, Commitment to openness and diversity, Transparency, and Our community is our biggest asset. The page also includes a sidebar with navigation links and a footer with the Creative Commons license.

**We set out in search
of “the why”.**

[“The Thinker NYC March 6, 2015-13”](#) by [Victor Grigas](#),
under [CC BY-SA 3.0](#), from Wikimedia Commons.



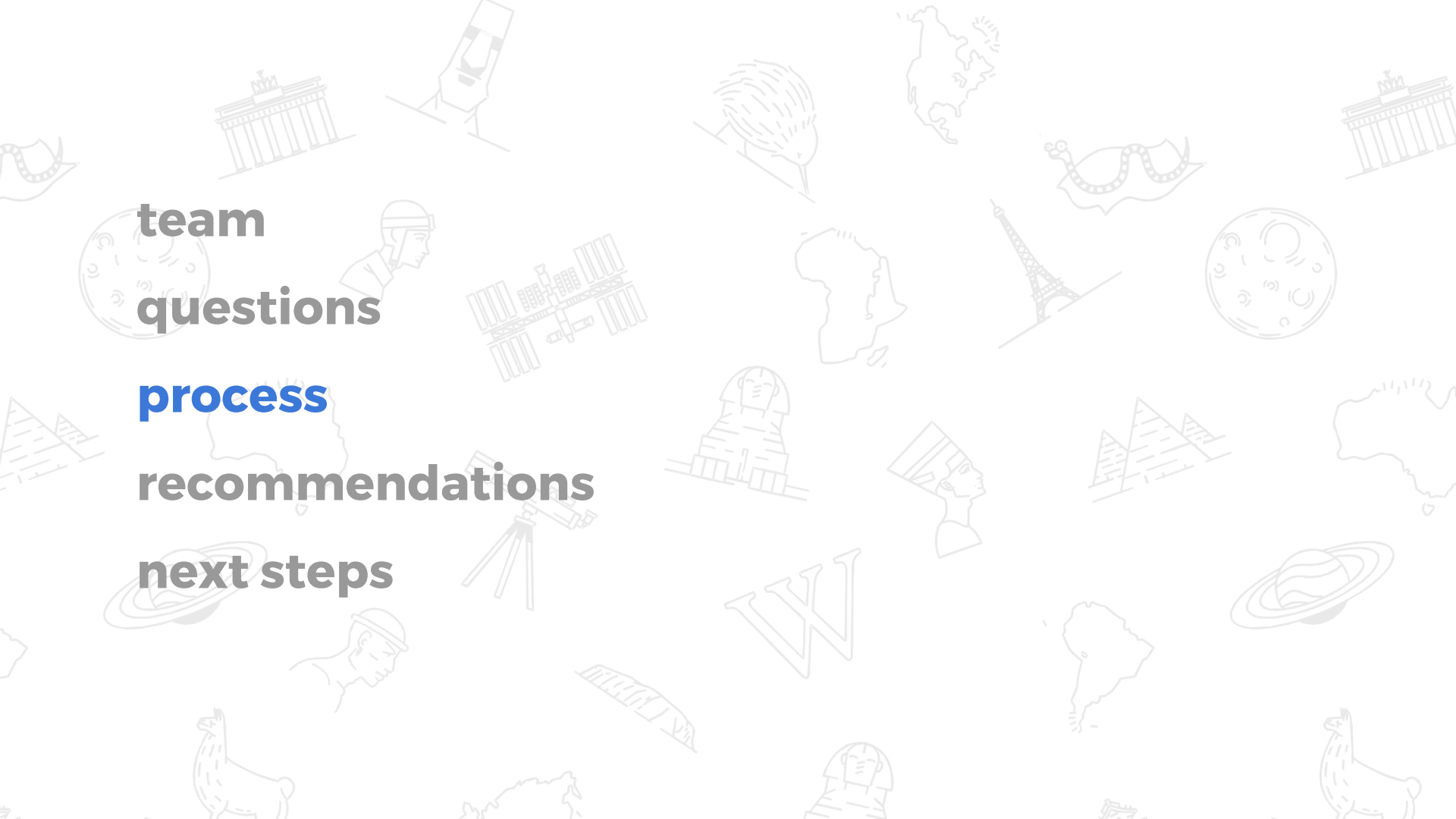
team

questions

process

recommendations

next steps





Our process was precise and open by design.



We publicly announced our intentions and process on Meta and the lists.

[[m:[Values/2016 discussion](#)]]



We hosted 25 live, facilitated conversations.

109 people participated.

They were staffers, volunteers
and Board members.

A dedicated scribe attended each conversation.

We published all the (anonymized) transcripts on Meta.

[\[\[m:Values/2016 discussion/Transcripts\]\]](https://meta.wikimedia.org/wiki/Values/2016_discussion/Transcripts)



- Main page
- Wikimedia News
- Translations
- Recent changes
- Random page
- Help
- Babel
- Community
 - Wikimedia Forum
 - Mailing lists
 - Requests
 - Babylon
 - Reports
 - Research
 - Planet Wikimedia
- Beyond the Web
 - Meet Wikimediaians
 - Events
 - Movement affiliates
 - Donate
- Print/export
 - Create a book
 - Download as PDF
 - Printable version

- Tools
 - What links here
 - Related changes
 - Upload file
 - Special pages
 - Permanent link
 - Page information
 - Cite this page
 - Link by ID
- In other languages
 - Add links

Values/2016 discussion/Transcripts/Y

< Values | 2016 discussion | Transcripts

Browse transcripts: A · B · C · D · E · F · G · H · J · K · L · M · N · O · P · Q · R · S · T · U · V · W · X · Y · Z

- 1 == preliminaries ==
- 2 1: I do feel that transparency is a protection against other principles and values being compromised. If I felt that they're likely to be compromised and be traded off, I'd emphasize them. Transparency that category. If you don't call it out it's likely to fall through the cracks.
- 3 1: Meta question about values vs. guiding principles.
- 4 == your three values ==
- 5 === 1 ===
- 6 (overall meta point: making sure I'm hitting values I think are critical for the future, not only those that have served us well in the past)
- 7 Pluralism - of identities; of types of knowledge (not only Enlightenment-driven, but careful around distinctions of wisdom vs. propaganda); of forms of knowledge (not only heavily textual, but visual)
- 8 1: because there's a very clear focus on the encyclopedia, historically driven culturally specific concept, highly Enlightenment driven form, what do we know about the world's knowledge, that is careful about the distinction between knowledge, wisdom, propaganda. In terms of product: how do we make sure as we move ahead that the forms of knowledge that we are producing are multiple. Different ways for people to access, understand this knowledge.
- 9 Hospitality - there's a difference between open and welcoming, and while we value openness for many different reasons, key is to be welcoming at the same time. And this is a cultural value many as well as online) understand in embodied practice.
- 10 1: What have we been missing in the last 15 years in terms of openness? Really significant way in which open doesn't mean welcoming. Trying to think about a value that could be something that the real world. Hospitality is a value that most of our communities understand and can embody. Applicable to editors but also people who read and support Wikimedia sites.
- 11 Cooperation with collaboration
- 12 1: Feels obvious to me that the way that Wikimedia projects (Wp in particular) is structured is around a form of peer production, collaboration. But there's a difference between the symbolic cooperation and collaboration. Strong tacit meaning that leads to practice certain kinds of behavior. What are the ways in which we can think of the hows and the whys about values.
- 13 === 2 ===
- 14 Useful to distinguish between the values of the foundation and those of the projects (e.g. Wikipedia: five pillars, what the community feels is important). If we make up announcement about what we doesn't mean that the rest of the community does. Something like friendliness hasn't necessarily made it to the practices on the wiki. Model out what we're trying to preserve and protect against. The WMF specifically, the models of what can go wrong are different from those of what can go wrong with communities. E.g. for the organization, giving people space to lead while protecting the culture. Communities have other threats. What I picked are those that I think are important for the organization, and they're already firmly anchored in the community.
- 15 1: Freedom: free licensing and open technology protect our work in perpetuity and enable others to build on it -- relates to openness, long term thinking. Also speaks to free expression within the community and behavioral norms.
- 16 2: Crucial for the long term preservation of what the community has created. There have been internal discussions about possible walls, that shows the need for this value.
- 17 1: Independence: we can only preserve our commitment to neutrality if we remain independent in terms of funding, external control
- 18 2: Avoid interference from governments, people with vested interests. It's important to call out because governance decisions, composition of the Board, etc. don't always reflect 100% commitment. Must always remain free of unwanted influence and control.
- 19 1: Transparency: by sharing the "how" of our work openly, we enable accountability, criticism and self-improvement
- 20 2: The organization as it grows will be inclined to build more and more processes inside the walls of the organization. Decreases accountability towards external stakeholders. If you want to uphold this value, it's important to highlight this because it's easier not to be transparent.
- 21 1: Question about foundation values vs. community groups, etc.
- 22 F: We can't really declare values for someone else. We're focusing on foundation values but we need to keep in mind the other parts of the movement. Model those values, be grounded in them, have some impact.
- 23 == why are those good things? do they enable other good things? are they intrinsically good? ==
- 24 [Pluralism]
- 25 F: A lot of people are bringing inclusivity as a value, but inclusivity into what? Pluralism may be more outward-looking. Why is it a good thing?
 - 1: Great comment. There is something around the notion of inclusion as being by a community that already exists. Presupposes an homogeneous set of values, identities, etc. I want to break that of community itself is complicated and complex. Heterogeneous. Who has power, whose voice we're hearing. If we're to accept that there are multiple communities, with multiple forms of working better encompasses who we are and who we want to be. And not using "diversity" because it's used a lot and doesn't mean much. Losing power in the way it gets coopted by companies. Loses its difference. Pluralism affirms that there is difference and it says "we celebrate that".
- 26 2: I like inclusivity and pluralism. What it ultimately enables for me is that you have a comprehensive source of information that serves everyone, not just people of a specific background / ethnicity commitment to enabling participation by all those communities.
 - 1: Ethical imperative to have multiple identities and people in our movement, but also strategic imperative. If we look at our communities right now, the real growth potential is in communities that have so far in our movement. Pluralism matters from both of those lenses.
 - 2: The objective is that you give an information source that is relevant to their needs, useful to them. Remember something about WikiAfrica / Wiki loves Africa. When I looked at the pictures on Commons: Example of helping people tell their own story, document their life, their world, and broaden the understanding of the world. Documenting culture as a whole, early parts of history, stories been suppressed, topics that haven't been brought up much (women in science, etc.).
- 27 1: If you start slicing and dicing the data, the majority of the world is currently marginalized on Wikipedia. Most of the world (women, global south, LGBTQ, indigenous people), most of them are marginalized given a passing nod on Wikipedia (and the rest of the internet). We can often as Wikimedians think of access to knowledge as a unidirectional thing. Victor's movie on the Cape Town students help (appeal for Wikipedia Zero). What does it mean to show that multidirectional sense of knowledge? I loved seeing those students editing and fixing errors on Wikipedia. Deeper and more intrinsic: a center of gravity that is already fixed. To make this enterprise of free knowledge something that is brilliantly and beautifully multidirectional, that's what makes Wikipedia so exciting.

Eight themes emerged.



Main page
Wikimedia News
Tutorials
Recent changes
Random page
Help
Babel

Community
Wikimedia Forum
Meeting lists
Requests
Befylon
Reports
Research
Planet Wikimedia

Beyond the Web
Meet Wikimedia
Events
Movement affiliates
Donors

Partners
Create a wiki
Download a PDF
Portable version

Tools
What links here
Related changes
Upload file
Special pages
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Other languages
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Content page Discussion

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Values/2016 discussion/Themes

< Values | 2016 discussion

This page collects the themes that have emerged during the 2016 values discussion. The quotes are taken from the transcripts of the discussions. This is a work in progress. It is not exhaustive, and the current groupings will most certainly change as the synthesis of the discussions continues.

Contents [hide]

- 1 Freedom: empowerment; liberty; independence; sanctuary; neutrality; courage; equality
- 2 Kindness; care; love; respect; tact; empathy; trust; relationship; safety
- 3 Pluralism; openness; inclusiveness; diversity
- 4 Cooperation; hospitality; community; collaboration; togetherness
- 5 Honesty; integrity; transparency; service; responsibility; accountability; initiative
- 6 The long view; perpetuity; stewardship; sustainability; duty
- 7 Wisdom; self-awareness; conscientiousness; learning; humility; curiosity
- 8 Fun; playfulness; enthusiasm
- 9 Other themes

Freedom, empowerment, liberty; independence; sanctuary; neutrality; courage; equality [edit | edit source]

- Protecting our content from explicitly biased interests is tantamount to realizing a project that is globally representative. -SA3
- Protecting our fiscal independence. -SA1
- Freedom is the value upon which we have built our projects from the beginning and inherent in free knowledge, free culture, and free software. -SA27
- Using tools that represent our values. To remain free and open, collective ownership and the value of using open source software. -SA41
- Giving everyone their own little hub. -SA45
- We are not tied to commercial interests; this allows us to serve the communities and protect the projects and our vision. -SA51
- It touches all different layers of the work: the way we work, the content that we serve, it enhances participation. -SA56
- It's not just about free of charge. It's about openness to the world and empowering others. -SA57
- We are not telling communities what to do, we are unlocking the power for them to do the work. -SA58
- If in 10 years we change our leadership, they might bring new ideas that collide, like corporate funding, which might endanger our vision. -SA81
- Independence: Protect the mission and project as we create necessary partnerships for today and tomorrow. -SA8
- Remaining independent/unaffiliated to any single source of income, information, partnerships. - In pursuit of gaining reputation for being trustworthy source -SB10
- Independence - as we are making decisions or partnering that we understand our stewardship and service and are not doing anything that could harm or risk our mission in the future. -SB55
- Independence: I think it's important to me that we don't lose ourselves, our true north, our mission, and our project as we stay relevant. I want creative, useful partnerships and I want to protect the mission and projects. -SB75
- Many of our goals cannot be met if we are distracted by commercial thinking. -SC0
- Non-commercialism: Community-based and free knowledge model only work if people are incentivized via mission rather monetary goals. -SC58
- Purity and idealism of the mission generates good will from staff and from the general public. Fuels this sense of passion, authenticity of what happens. -SC61; -SC64
- I think people have the opportunity to do well in many different ways and better themselves. There's a lot of opportunity that's tied to access and empowerment. -SC90
- Taking the monetary aspect out of the equation means it's easier to see the meaningful impact. -SC107
- noncommercialism is a means to meaningful impact, clarity of vision, purity of purpose. -SC110
- We uphold high values and we want to achieve this amazing vision, and we want to achieve that without compromises. We don't advertise, we don't sell it, we aren't paid. -SD3
- Knowledge and information can level the playing field and foster the dialogue we need to make the world better. Ignorance has always been used to manipulate and dominate people. Knowledge and information can be freeing and empower increase our chances to live in a just world. -SD13
- Ignorance and misinformation is at the core of what's happening around the world. If you don't have information and knowledge, you can't change your life. People are fated to the same destiny. -SD24
- There are many people trying to manipulate others and impose their point of view. We need to provide a place with reliable knowledge. Knowledge enables people's self-determination. -SD45
- I want people to have an opportunity to decide by themselves, and I hope that they make decisions that make the world a better place. -SD49
- Wikimedia projects are a common good. Anything possible must be done to avoid Wikimedia projects becoming politically or religiously oriented, centered on one way to think, dependent of external resources. We (as a whole community) projects to become a sanctuary that can be a safe place for people seeking that knowledge. -SD53
- Creating tools and resources that empower users to learn and explore. Fails linked in many ways to the commitment to NPOV, Wikipedia as a way to learn rather than be guided. -SE9
- Facilitating not only individual users/content's own non-partisan, non-empowering them, but empowering them, to the best of our ability, to do it alone (whether they want to, or because they feel they have to). -SE17
- There is a constant push to influence the projects, content, the Foundation, movement organizations, and community members. We must be the defenders of the movement to ensure not only that people can trust in it and participate in its continued existence. -SE30
- Users should not feel that their privacy is invaded. Protect their identities and privacy. -SE35
- Defending independence - lawsuits, intimidation, being killed because of how you participate, to paid editing, and changing regulations and self censorship and it includes fundraising because many small donors keeps our independence. The knowing that privacy, profits, are aren't going to change. Wikim is not for sale and money. That allows people to openly and freely share and that the core values will not sink beneath them. -SE39
- Creativity: offering people the opportunity to create things, to have control over the work they do and the process by how they do it. -SF9
- We empower people to accomplish their aims and fulfill their desires and human potential by making knowledge available to all, and by empowering people to take ownership over the existing canon of "knowledge." -SF25
- I came to work for the foundation because we work to support people who want to help others. I believe to some extent we all share information in order to improve people's lives. -SG16
- I came to this organization because of the work it does to support others who are trying to help the movement reach the sum of all human knowledge. -SG18
- Not be beholden to any prominent systemic actor - social, cultural, political, economic, or another - so that minority / non-conformist / uncomfortable voices and perspectives are not suppressed. -SG46
- Without a commitment to do what is important when we have fear or face risk, we will balk at the most important junctures and decisions. -SH23
- Without courage, there is no creativity. -SH23
- No matter how lofty our goals, if we don't commit to doing what's important and right or it won't look good to the press or the community or more convenient not to do it. -SH50
- We can't become what we aspire to without courage. -SH50
- People shouldn't be hostile to each other, it's nice, and it creates a more productive environment. -SH21
- It's important, when we construct environments, to think about how people are going to communicate in them. We monitor the servers to check if loads are too high and are going to catch fire; we also need to monitor communities to make fire. -SH22
- As the people providing the space for people to collaborate, it's our responsibility to make sure it's a healthy place. -SH24
- Bold: It is about being innovative, it is about holding yourself to standards beyond that would simply be expected but those that we should strive for. Providing all of the knowledge to all of the people isn't going to be something done by the around the issues we face in our world. Starliner captains didn't simply walk around idly they went boldly. -SH30
- We've set ourselves not an impossible goal, but it's so high and so grand a vision that we have to be willing to make those difficult choices and those difficult steps towards reaching it. -SH32
- We shouldn't be afraid, we shouldn't languish in simply the mundane. Nothing was ever achieved by being mundane other than being mundane. Access to everything by everyone everywhere is nothing mundane. -SH32
- When 20% percent of our users think that we're a commercial entity, it means they don't see us for what we stand for. We shouldn't be so naive about the importance of the being open, free, reusable, etc. -SH58
- Is it free grants, or free live, or at the same time. - English talk: Actually probably all human languages suck. Let's define this in mathematics! -SH74
- We have struggled with ignorance for the vast majority of human history. We kid ourselves if we think we've overcome that. The world is hurt by ignorance. Ignorance is not lies. It is not a state of safety. It is an existence that allows humans to do something that is better than what we have now. To be able to leave the world a better place. -SH13
- [Empowerment], - giving communities what they need for the preservation of their own bodies of knowledge in and under their own terms. -SM6
- Making our knowledge freely available, and giving everyone a voice is essential to erasing inequality. -SH21
- Empowering through knowledge is powerful, sustainable and beautiful because it cannot be taken away, is often self-directed, and is intensely individualized (it's in your head). -SM25
- Equality is important because inequality is bad. I can't keep it down any more. It's a reason to go to work every day. Equality is justice. -SM43
- Empowerment is for greater equality. It's about independence. What are the things we want to be equal in? It's not equality of height or smell or sight. It's about equality of power. Education does that. -SM44
- When I think of education one is paternalistic. I bestow this knowledge onto you. Then the other is education as a practice. Empowering people to practice education in their daily lives. -SM48



**When we say, “emerged”,
it was not a gut feel.**

It was an elaborately documented
distillation process.

[[m:[Values/2016 discussion/Themes](#)]]

Each theme was composed of statements referenced from our transcripts.

Kindness; care; love; respect; tact; empathy; trust; relationship; safety [\[edit\]](#) [\[edit source\]](#)

- Tact: ability to have a positive outcome/experience out of a negative situation. - [§B31](#)
- Tact: turn a negative situation around. Using "I" instead of "you". Or referring to the situation rather than the people. - [§B46](#)
- There is a tactful way to say that you are upset with someone. You can say it with anger or with tact. How you communicate to get from one space to another. - [§B66](#)
- We should be spreading rainbows. - [§B66](#)
- I want to know that when I engage with another co-worker they feel safe enough that they can bring a playful side to the conversation. Not have their guard up. - [§B70](#)
- Trust is the confidence that their peers and intentions are good. You don't have to be guarded. Requires vulnerability and that this vulnerability will not be used against them. - [§B78](#)
- Tact: communication does take a bit more time and reflection to put together - few people do this automatically when communicating quickly or in a reactive way. - [§C38](#)
- Without assuming good faith, it is hard for far-flung communities to be able to always engage with each other given their possible opposing cultures. - [§C68](#)
- If you don't assume good faith, it causes a lot of tension and conflict. AGF allows people to engage without being ostracized. More willing to work with each other. - [§C71](#)
- You need to be curious to build a community, because you need other people to build that community. You need to learn about what they believe in, compare your values with theirs. It's a component of equality. - [§D37](#)
- You have the right to your own opinions, but you also need to be open to others and respect them. - [§D51](#)
- This is how I want people to treat me, and this is why I treat people this way. - [§D85](#)
- Empathy - understanding why people use and contribute to - and how they experience - our movement/projects, and then mirroring our understanding of that back to them, will allow us to serve and support users and contributors in the ways they need. - [§E16](#)
- Amplify voices to allow us to truly hear people. We don't need to always agree, but we need to at least be able to hear people. - [§E51](#)
- You'll see people say things and they didn't think how that would come across. That's how some people live their lives. If we can position ourselves in a way where we are thinking ahead of time how what we are doing will be interpreted and understood. - [§E63](#)
- It's about dialogue. You cannot operate independently of other people's understandings and needs. - [§E63](#)
- In a perfect world, everyone would have empathy. It's never gonna work that way. Different communication styles. Or care so deeply. Part of being empathetic is attempting to understand why those conversations are happening. - [§E64](#)
- Modeling the behavior. We make a choice in our interactions. You can impose rules, but then people like to break rules. - [§E65](#)
- Free speech doesn't mean without consequences. Don't be surprised if you are rude that there will be consequences. - [§E69](#)
- Lack of empathy will fundamentally impact their ability to be successful. - [§E70](#)
- You are curtailing the freedom of the people who are afraid of you by being this frightening, intimidating personality. - [§E71](#)
- Most of us have gone off the rails at least once. Someone has approached and told us that we are accountable and that wasn't cool. When that happens it has had a huge impact on changing my behavior rather than a written policy. - [§E74](#)
- We fix mistakes rather than breaking people. I don't want it to be finger pointing. - [§E78](#)
- If someone screws up they don't need to be publicly shamed or fired. Make it a safe to fail environment. Do you know why it happened? Do you know not to do it again. - [§E87](#)
- You need to have the ability to let go of what you think is best for the movement. Say your piece. And then support the decision. - [§E93](#)
- Not being supportive of one another is detrimental to shared power, our ability to be transparent; free-speech; and freedom. No one likes to be told what they are doing is not useful or wrong. - [§F3](#)
- "humaneness." Be good humans, be good to humans. That's fundamental. - [§F19](#)
- Supportive is the equivalent of respect. There are a lot of good ideas in the Foundation. Supportive seemed important because our movement doesn't have a structure. This opportunity to be more supportive. - [§F40](#)
- Listening to others, taking into account other ideas, being transparent, freely willing to share with colleagues, and the world - [§G7](#)
- Curiosity: a desire to learn and grow, interest in the world, open to other ideas and changes. - [§G10](#)
- I want to see other succeed. - [§G19](#)
- Talk to the quietest person in the room and ask them "how can I help you". - [§G20](#)
- We are here to share in the sum of all human knowledge. We say this because we believe that every person in the world is valuable and has something valuable to share to the world - [§G22](#)
- I've always been wary of the word "to help". It's not just about helping others, but also putting yourself on the same footing. Mentorship is a really hard concept to display and explain without coming out as patronizing - [§G25](#)
- Knowing the people I work with is essential to maximize my effectiveness here both personally and professionally. I not only need to have relationships on a personal level - but so to know who is an expert in what for those times I need guidance on how to proceed from a strategic perspective. We need to have strong ties with each other. - [§G58](#)
- Knowing who can help you, who I can help, to do our best work and collaborate. Develop personal relationships with people as a result of work activity. - [§G58](#)
- The stronger our relationships with each other, the better we collaborate, and the deeper the relationships. - [§G62](#)
- If somebody is having a bad day: there might be something else in their life that is a problem. Not take it personally. So try to think the best in others/forgiveness is good. - [§G77](#)
- Openness and respect both help deal with conflict especially when you are encountering a new way of perspective which you might never have encountered before. Try to see things from the other person's perspective. - [§G78](#)
- Listen to learn, not listen to respond/contradict. - [§G79](#)
- Listening, observing, caring enough to take the time to be in the shoes of others, and including that learning compassionately when making decisions - [§H4](#)
- Civility; care in communication - understanding that words make impacts, and consciously crafting communications with that understanding. Caring to empathize with those you are communicating with, working with, solving problems with - whether in person, remote, in written or spoken communications. - [§H6](#)
- I like to be able to think that everyone has something wonderful in add to any conversation. We should be encouraging to that person (or a group of people) in order to make their

EIGHT MAIN THEMES

Freedom; empowerment; liberty; independence; sanctuary; neutrality; courage; equality

Kindness; care; love; respect; tact; empathy; trust; relationship; safety

Pluralism; openness; inclusiveness; diversity

Cooperation; hospitality; community; collaboration; togetherness

Honesty; integrity; transparency; service; responsibility; accountability; initiative

The long view; perpetuity; stewardship; sustainability; duty

Wisdom; self-awareness; conscientiousness; learning; humility; curiosity

Fun; playfulness; enthusiasm

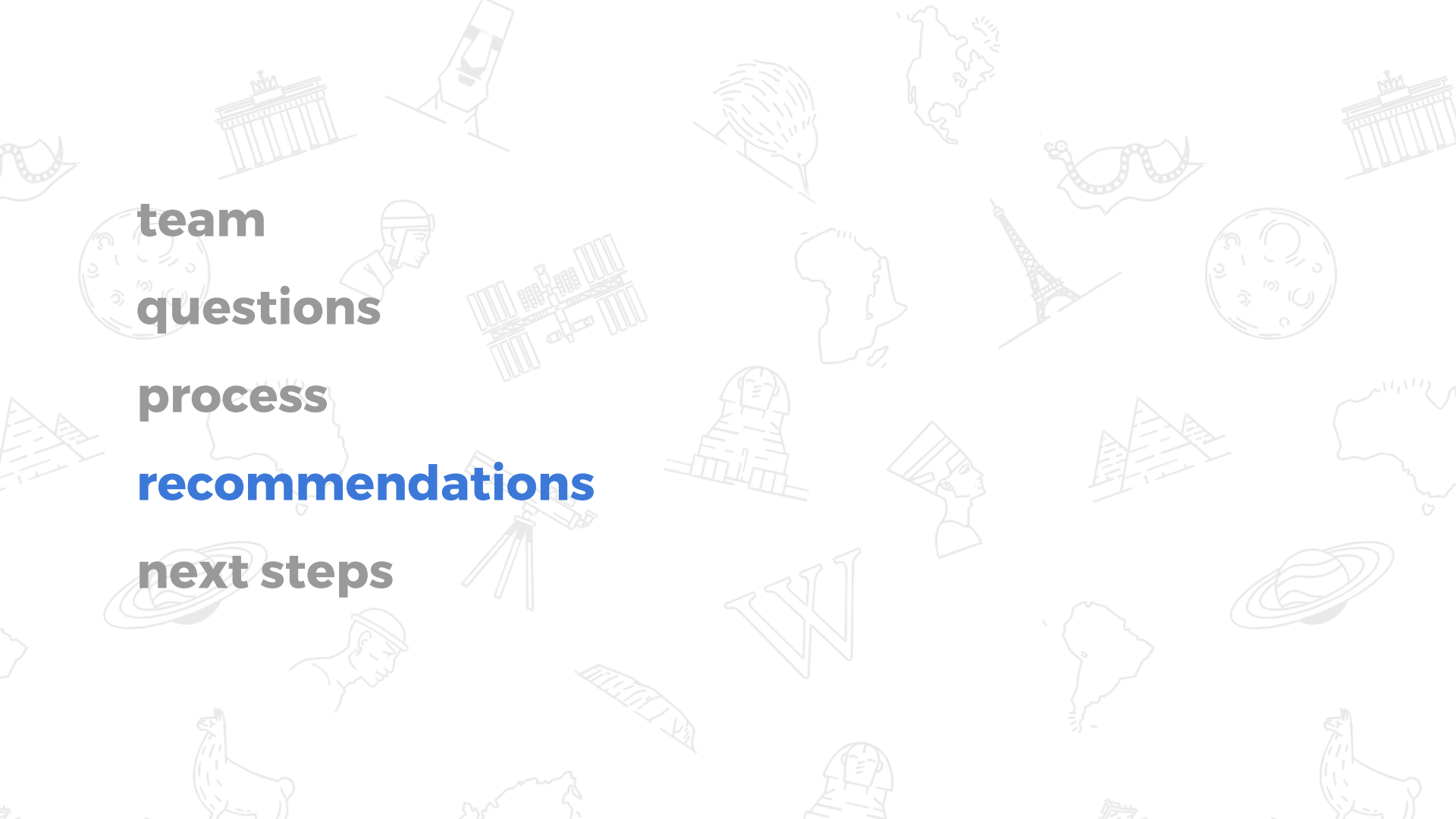
team

questions

process

recommendations

next steps



The core team met in person for two days.

We had a couple central questions on our minds and hearts...



**Which values would support our work
and sense of belonging going forward?**

How would they work together, as a whole?

How could we make them sing?



**Three themes were about “how” more than “why”.
Those themes were covered by the
guiding principles.**

That left us with five themes.

We strive for excellence
our very survival depends on it
we have to do better
This is how we leave the better place
efficient - doing much w/ very little
continuous learning > how a wiki works
empowering of users to be free
collective growth
leaving the world a better place
empowering 2 do better
decentralization of power
curiosity

We welcome & cherish our differences
inclusion & diversity
empowerment - stronger together
what I can't do; you can.
affiliates, volunteers
Curiosity
making available in ways that meet their
needs, service attitude
humility, learn from difference
if you're inclusive, it invites diversity

We're in this together
connecting w/ each other - know
connecting w/ history - for the love that
solving problems together +
why it's required
supporting each other thru
ups + downs - mistakes
finding joy in connections
we're accountable to each other
how we treat each other
honesty + transparency - giving +
getting good information
honesty + integrity (trust + caring) required
to work together
"IT'S NOT ALWAYS ABOUT ME" "WE DON'T DO IT
BECAUSE IT'S EASY"

We engage in civil discourse
CIVILITY
TRUST + RESPECT
"OUR DISCUSSION IS CIVIL" HE
"WE ENGAGE IN CIVIL DISCUSSION"
"WE ARE CIVIL"
EMPATHY (STRIVE FOR -)
UNPOPULAR STABLE
GIVEN IT DOESN'T HAVE A STRONG WHAT
THE OTHER IS FEELING, YOU'RE OPEN-MINDED
TO UNDERSTAND THEM
WE NEED TO GIVE + GET GOOD
INTERVENTION
YOU CAN ALWAYS DISAGREE
"YOUR WORDS HAVE POWER"
CAN WE JUST GET THE LOVE PART? LOVE IS THE PART

We're here inspired
RELATED TO THE LEAD YOU
CREATED THE CONDITIONS FOR
GROWING/GRATING GOOD IDEAS
"WE CAN BE LEARN IN PLACES
LESS STRUCTURED + ENCOURAGING OF
OUR FEELINGS"
"WE ARE IN LOVE"
ENTHUSIASM
REVERENCE, INTERESTION, WHAT FEELING
GET TO IT WITH IT
EMPHASIS ON REVERENCE IN ALL THE
PROCESSES
"WE'RE ALL SO WEIRD"
COURTESY, GRATITUDE
"WE ENGAGE IN ALL THE PARTS OF THE PROCESS
BECAUSE WE'RE ALL ABOUT IT"
"WE'RE INSPIRED BY ALL OTHERS' WORDS"
"WE ARE ALL INSPIRED BY ALL OTHERS' WORDS"

Let's dive in.

1. *Wisdom; excellence; self-awareness; conscientiousness; learning; humility; curiosity*

“We have to get over the idea that nonprofits are a “mess” or that it is okay to accept less than excellent work. Our contributors and the wonder they have created deserve it, and working at the WMF should always feel like a privilege that should be repaid with responsible effort.” · [\\$U20](#)

“I want to be able to self-actualize. Reach my potential as a human being, whatever it is. Not something I can do on my own. I need a community, a reciprocal relationship to do this.” · [\\$X100](#)

“You’re curious because you want to do something, build something, constant learning. It makes you humble because you don’t have all of the answers.” · [\\$H41](#)

“I’m always impressed at the brilliance, and creativity of the people in this organization. And at the same time that doesn’t always bubble up through the decisions that we make as an organization.” · [\\$J58](#)

“We value understanding
complicate problems before doing
things that will have a lasting effect.
Critical thinking. Thinking things through.” ·
[\\$H54](#)

“We have a duty to
do more than let
the machine
survive.” · [\\$W16](#)

“Excellence also means facing our mistakes in an excellent way. Learning from them. Reckoning with them, both privately and publicly. Without excellent accountability for a mistake it is difficult to regain trust.” · [\\$X61](#)

1. *Wisdom; excellence; self-awareness; conscientiousness; learning; humility; curiosity*

We strive for excellence.

With leaps and bounds as well as stumbles and false-starts, we seek to continually improve ourselves, our projects, our communities, our world. With initiative and experimentation, we iterate our way toward making the world a better place, an excellent place. With curiosity and humility, we learn from our mistakes as well as our successes. We are duty-bound to steward our resources and deliver exceptional products and services.

2. *Pluralism; openness; inclusiveness; diversity*

“You can’t get all the world’s knowledge if you only see through one set of eyes. If the foundation accidentally becomes a monoculture on any of a gazillion axes, it’s going to become a big problem for the movement.” · §K5

“You can bring different perspectives to the table, but people have to feel welcome when they get here.” · §U40

“Inclusiveness is a way of expressing to our users that they are accepted, valued and represented within Wikimedia projects.” · §E4

“Pluralism affirms that there is difference and it says ‘we celebrate that’.” · §Y26

“It’s not just a good idea, it’s essential to what we do. Otherwise we make an inferior product.” · §T61

“We foster an inclusive space that everyone can feel a part of.” · §B37

“Inclusivity - it’s all over everything. Free knowledge. That’s so many humans.” · §H34

“It’s one thing to strive for equality, but it’s another thing to actively go out of our way to reach out to someone, to invite them to come and talk to you.” · §G23

2. *Pluralism; openness; inclusiveness; diversity*

We welcome and cherish our differences.

The sum of all knowledge for every single human being; we can't do that by leaving people out. Our vision is about more than providing universal access to all forms of knowledge. It's about creating an inclusive culture. It's about inviting others to join in and thrive with us. It's about embracing human diversity. It's about saying, "We see you and you belong with us."

Our differences are precious; they make us smarter, stronger, more humble. They balance our biases and weaknesses. They open our minds. We do our best work when we understand a problem from all its perspectives.

We encourage others to do what we can't, and we help them succeed. When voices are absent, ignored, or silenced, we seek them out. We are welcoming hosts, caring neighbors, and equitable allies.

We don't fear difference. We welcome it with curiosity, delight, and hope.

3. Cooperation; hospitality; community; collaboration; togetherness

“There are two ways to do things: competing or collaborating. Collaboration leaves fewer bodies on the ground.” · §S46

“Cooperation is the force multiplier for everything that we do.” · §K41

“I really want a Wikipedia t-shirt that says “it’s an ‘us’ thing”.” · §J9

“If the movement has taught us anything, it's that we can do more together than we can as individuals. But that doesn't mean that we should always agree.” · §E31

“There is a wide variety of expertise and hearing their perspectives is a way to ensure the best work. That’s the why. It produces our best work.” · §E55

“We are a community of people dedicated to share knowledge. That community is part of a bigger one.

We work together, we discuss together, we decide together, we act together.” · §D30

“You can put different notes or instruments together, but you can still feel the unity of the music.” · §Z27

“We make sure that we work *with* people. We grow with them, we fail with them. We join strengths and overcome weaknesses together.” · §G28

3. *Cooperation; hospitality; community; collaboration; togetherness*

We are in this together.

Collaboration is not always pretty. Sometimes we struggle. Working together is hard, but it's worth it. We do it because it makes us stronger. We solve problems better together. For it to work well, each of us needs to be honest, accountable, and transparent to one another.

But it runs deeper still for many of us: we find joy and belonging in human connection. We are there for one another; we support one another through life's ups and downs, our mistakes, our successes. We challenge one another in service of our personal and professional development.

4. *Kindness; care; love; respect; tact; empathy; trust; relationship; safety*

“There is a tactful way to say that you are upset with someone. You can say it with anger or with tact. How you communicate to get from one space to another.” · §B66

“Your words have impact. Incivility inhibits problem solving. Being conscious of your communication.” · §H33

“It’s about dialogue. You cannot operate independently of other people’s understandings and needs.” · §E63

“You are curtailing the freedom of the people who are afraid of you by being this frightening, intimidating personality.” · §E71

“To be able to be creative and do the things I need to do, I need to feel able to put things out without fearing that someone is going to lash out to me.” · §H66

“Openness and respect both help deal with conflict especially when you are encountering a new way of perspective which you might never have encountered before. Try to see things from the other person’s perspective.” · §G78

4. *Kindness; care; love; respect; tact; empathy; trust; relationship; safety*

We engage in civil discourse.

Our words have power. What we say has consequences. Engaging in civil discourse requires kindness, care, respect, tact, empathy, trust, and safety. It is key to getting, giving, and receiving good information. We must create space where people feel safe to express themselves and be heard. This is true especially when we disagree. If we do not understand what the other is feeling, we are still open-minded to where they are coming from.

We strive for empathy, we accept no less than civility.

5. *Fun; playfulness; enthusiasm; awe*

“One of the chief ways humans build connection is by eating and laughing together.” · §B19

“On my team there is a lot of humor. It helps build trust and connection with my co-workers, which helps with better collaboration and more open and honest conversations.” · §V31

“Wonder and awe for the works that the communities create with and without our support” · §K11 · §K12

“Curiosity is the spark to playfulness. Deep motivation is that I want to have more fun. You get one life. You live it. That’s it.” · §H79

“I like to approach my work with enthusiasm, and passion. You want to feel like you’re doing something meaningful. Serious work but an environment that fosters optimism.” · §G56

“We’re building monuments to other people’s knowledge.” · §C26

“It’s a century long project and we take on huge tasks that may not be on a certain schedule. Humility around the scale of things. We’re in it for the long haul. Awe. Or even terror of what we’ve taken on.” · §H73

5. *Fun; playfulness; enthusiasm; awe*

We are inspired.

We are guided by a vision of a better world. We are taking on a huge challenge.
We revere what has come before and are in awe of the work ahead.
It brings us hope. It fills us with wonder.

When we are inspired, we play and laugh together. It's not about one big party,
it's about making space for new ideas and new connections, making space for creativity.
Inquisitiveness arises when we're having fun. It's ok to wonder, to ponder. We don't need to
take ourselves too seriously.

When we are inspired, we do excellent work.

We strive for excellence.

We welcome and cherish our differences.

We are in this together.

We engage in civil discourse.

We are inspired.

1.

These values are up on Meta:

[[m:[Values/2016 discussion/Synthesis](#)]]

Posted on Valentine's day (February 14).

The conversation will close on March 4.

The background features a variety of light gray line-art icons. These include: a classical building with columns, a stork, a map of North America, a masquerade mask, a classical building with columns, a globe with question marks, a profile of a person wearing a headband, a satellite, a profile of a person's head, the Eiffel Tower, a globe with question marks, pyramids, a profile of a person wearing a headband, a profile of a person wearing a hard hat, a large stylized letter 'W', a planet with rings, a profile of a person wearing a hard hat, a profile of a person wearing a headscarf, a map of South America, a planet with rings, a profile of a person wearing a headscarf, a profile of a person wearing a headscarf, and a profile of a person wearing a headscarf.

2.

We'll convene a new working group (late Q3)

to explore how to embed these values throughout our culture and the employee lifecycle.

We'll work in the open and with similar precision.

Movement strategy update



WIKIMEDIA
FOUNDATION

WIKIMANIA
2017



Process
planning

Strategy
development

Strategic
planning

Strategy
execution

New strategic
Annual Plan

July
2016

January
2017

July
2017

January
2018

July
2018

January
2019

↑
today

DONE! ISH!

Foundation
annual planning

Movement
annual planning

Foundation
annual planning



WIKIMEDIA
FOUNDATION

Project goals

1. **Identify as a movement one cohesive direction** that aligns and inspires us all over the next 15 years.
2. **Build trust, goodwill, and alignment** within our movement. Participate in a legitimate, transparent, open process based on shared power, not hierarchy.
3. **Better understand the people and institutions** that form our movement, those we are not yet reaching, and how their needs may change over the next 15 years.
4. **Build a shared understanding** of what it means to be a movement, how others outside of us can take part, and what it will take to increase our movement's impact. Unite around how to grow to achieve our vision.
5. **Build relationships** to expand and enrich our movement and prospective partners.

Four audience tracks

“In-movement” community discussions

TRACK A

Organized groups

Lead:
Nicole
Ebber

TRACK B

Individual contributors

Lead:
Jaime
Anstee

Current high-
reach markets

TRACK C

New &
existing readers;
New & existing
partners & experts

Lead:
Juliet
Barbara

Current low-
reach markets

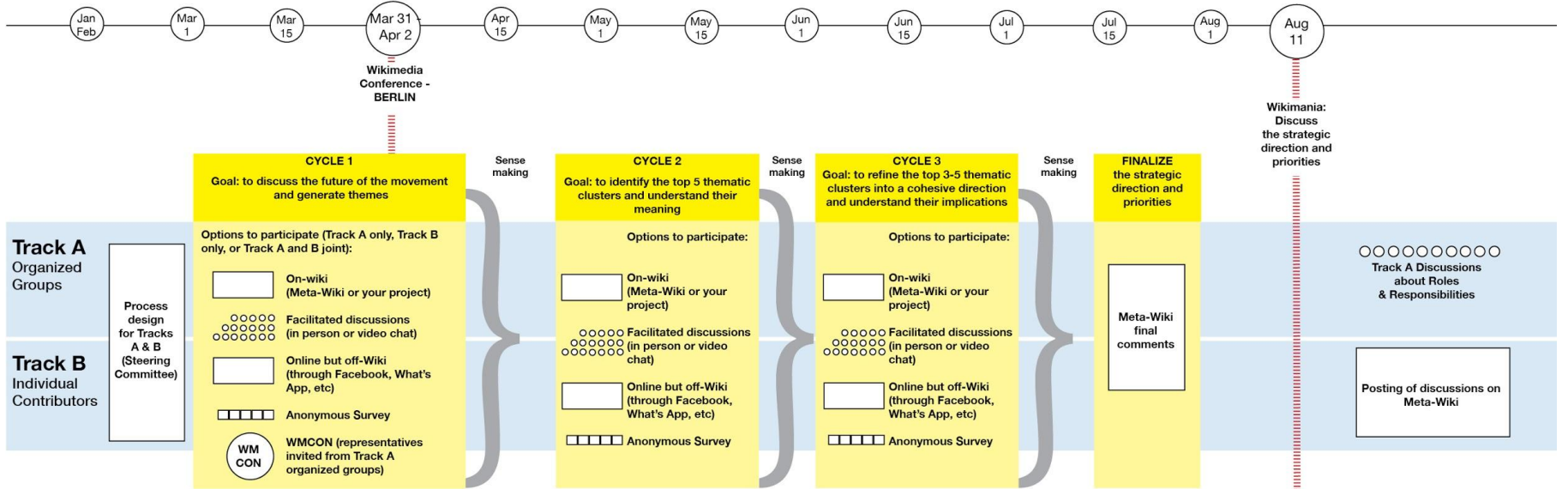
TRACK D

New &
existing readers;
New & existing
partners & experts

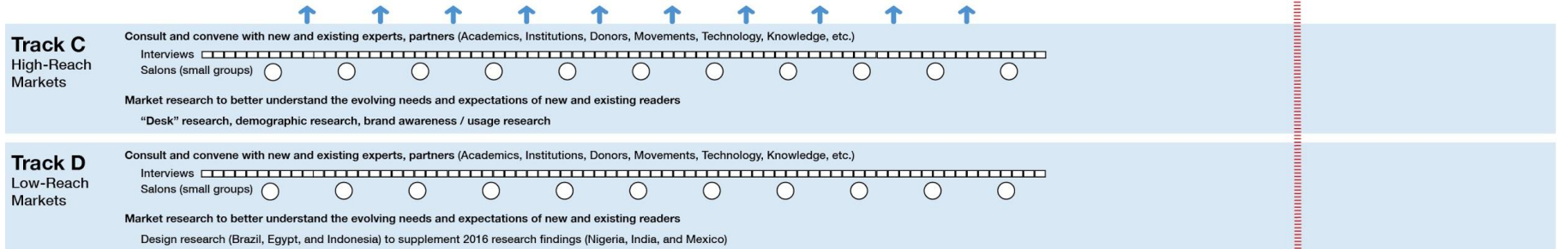
Lead:
Adele
Vrana

Prototype for strategy process

PHASE 1: Strategy development (discussions) | PHASE 2: Strategic planning



Research to inform the discussions



Track A:

Organized groups

- Audience: Affiliates, Regional groups, Committees, Foundation staff & leadership etc.
- Outcomes: On- and offline conversations with all groups in cycles 1-3 in order to iterate toward **an inspiring, impactful and unifying strategic direction and priorities** by Wikimania 2017; consensus among key stakeholders; (re-)build trust and partnerships
- Activities: Create an **Advisory Council** to ensure equitable participation from all groups, with members from different regions, genders, types and sizes of org groups; **outreach** to all groups; each group will be asked to designate a discussion **coordinator**; conversations guided by **toolkit**; **Wikimedia Conference** as main platform for Track A conversations; support from CE

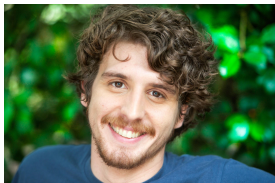


Track B: Individual contributors

- Audience: Editors, Volunteer Developers, & Curators
- Outcomes: Supported by **3 Meta coordinators, 17 language liaisons** and **Community Engagement staff, Discussion Coordinators** will be recruited to **host online and offline** community discussions **across 17 key languages in addition to English**. This will take place in **3 cycles aligned to Track A** in order to iterate toward a movement direction.
- Activities: **Coordination of discussions** of the future of the movement and generate various themes (Cycle 1), identification, exploration (Cycle 2), and refinement of those discussions into the top 3-5 thematic clusters and a cohesive direction (Cycle 3) through on-wiki, social media, and anonymous survey routes to participating in the strategy conversations.



Community process steering committee



Andrea Zanni - Italy
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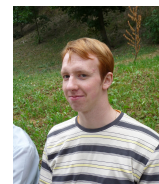
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Track C: Partners and readers in high-reach markets

- Leads: Juliet Barbara and Caitlin Virtue
- Audience: new and existing readers in high-reach markets; experts and partners
- Outcomes: (1) Understand key trends (technological, social, demographic) that will impact free knowledge and Wikimedia over the next 15 years. (2) Build ecosystem of allies and potential movement partners (3) Iteratively share insights into all tracks of strategic direction process
- Planned activities: (1) Research: Desk research, demographic research, and generative research (2) Salons and expert interviews in high-reach regions (tentative regions: U.S., Canada, Western Europe TBD, Russia, Japan)



Track D: Partners and readers in low-reach markets

- New and existing readers, new and existing partners, thought leaders and experts
- **Outcomes:** (1) Understand these audiences' relationship with knowledge and what the barriers keeping them away from Wikimedia projects are. (2) Capture key market trends that will inform our strategic direction. (3) Ensure the representation of low-reach market audiences in the development of the strategic direction for the Wikimedia movement.
- **Activities:** (1) Ethnographic research with new and existing users in Brazil, Indonesia and Egypt. (2) Interviews with new/existing partners and thought leaders/experts across New readers priority countries (Nigeria, Egypt, India, Indonesia, Brazil and Mexico). (3) Regional events/Salons with local experts in at least 1 country per region.



Questions and discussion



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wikilove
LIVE