

# Wikimedia Foundation Board of Trustees meeting WMCON April 2018



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FOUNDATION

# Agenda



- Operations update
- Strategy workshop
- Working lunch
- Risks briefing
- Annual plan
  - Priorities & budget
  - Programs & discussion
- Endowment
- Board business
  - Role, challenges, future
  - Recruiting
  - Approvals
- Executive session

# Operations update



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# Revenue & Fundraising FY17-18 Jul - Mar



# YTD revenue



Other income*	
YTD	\$877,525
<i>*includes interest and merchandising</i>	

The variance in March is due to timing. The team ran campaigns originally planned for March earlier in the fiscal year.

Further information:

- All FY17-18 planned major gifts have been recorded
- Q4 expected to be around \$3 million

# Financial overview FY17-18 Jul - Mar

# Spending highlights



Year to date budget variance reduced to -6%

## Principal variances

- Donation processing fees have increased in proportion to online fundraising revenue **+\$0.8M**
- Legal fees and consulting expense (action opposing government blocking of site) **+\$0.2M**
- Filled positions increased YTD by 26 to 283. The Foundation currently has 311 total positions. **-\$1.4M**
- Revised travel and contract services timing and utilization **-\$1.5M**

# YTD expense variance reduced to -6%



We will continue to reduce the **-6% variance** by focusing investments in programmatic activities for the remaining of FY17-18.

- Accelerating hiring
- Endowment transfer
- Wikidata certification

# Metrics update



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# Key Metrics: March 2018

## Search

Tools and user flows for discovering content

		MoM	YoY
<a href="#">User Engagement</a>	35%	+0.00%	-2.78%
Search Load Time	571ms	+0.35%	+5.16%

## Readers

User flows including Community Tech, Apps, Desktop & Mobile Web content

		MoM	YoY
<a href="#">Pageviews</a>	15.7 B	-1.5%	-2.7%
—Desktop	7.3 B	-1.0%	-10.0%
—Mobile Web	8.2 B	-1.2%	+5.2%
<a href="#">Unique Devices</a> (all WP)	1.58 B	+6.1%	N/A

The year-over-year decrease in total pageviews has become smaller again once again this month, due to both desktop and mobile.

As before, apparent causes for the year-over-year drop include the rollout of the page previews feature and a decline in Google referrals; see the recent [quarterly Readers metrics presentation](#) for more detail. This (slight and intentional) cannibalizing effect of page previews could grow following the feature's full deployment in mid-April.

Sources and further details, also on mobile apps usage: [https://www.mediawiki.org/wiki/Wikimedia\\_Audience#Readers](https://www.mediawiki.org/wiki/Wikimedia_Audience#Readers)

Pageviews normalized to 30 days/month

## Contributors

Collaborative, inclusive tools and user flows for creating and editing

		MoM	YoY
<b>Active Editors</b>	86.2 K	9.1%	-1.4%
—New (First-month)	17.6 K	17.1%	-10.0%
—Second-month	4.4 K	5.1%	-4.7%
—Existing	64.2 K	7.4%	1.5%
Non-bot Edits	25.2 M	26.3%	25.0%
Mobile Edits	1.1 M	10.9%	21.0%
New Editor Retention	5.2 %	0.0%	-26.5%

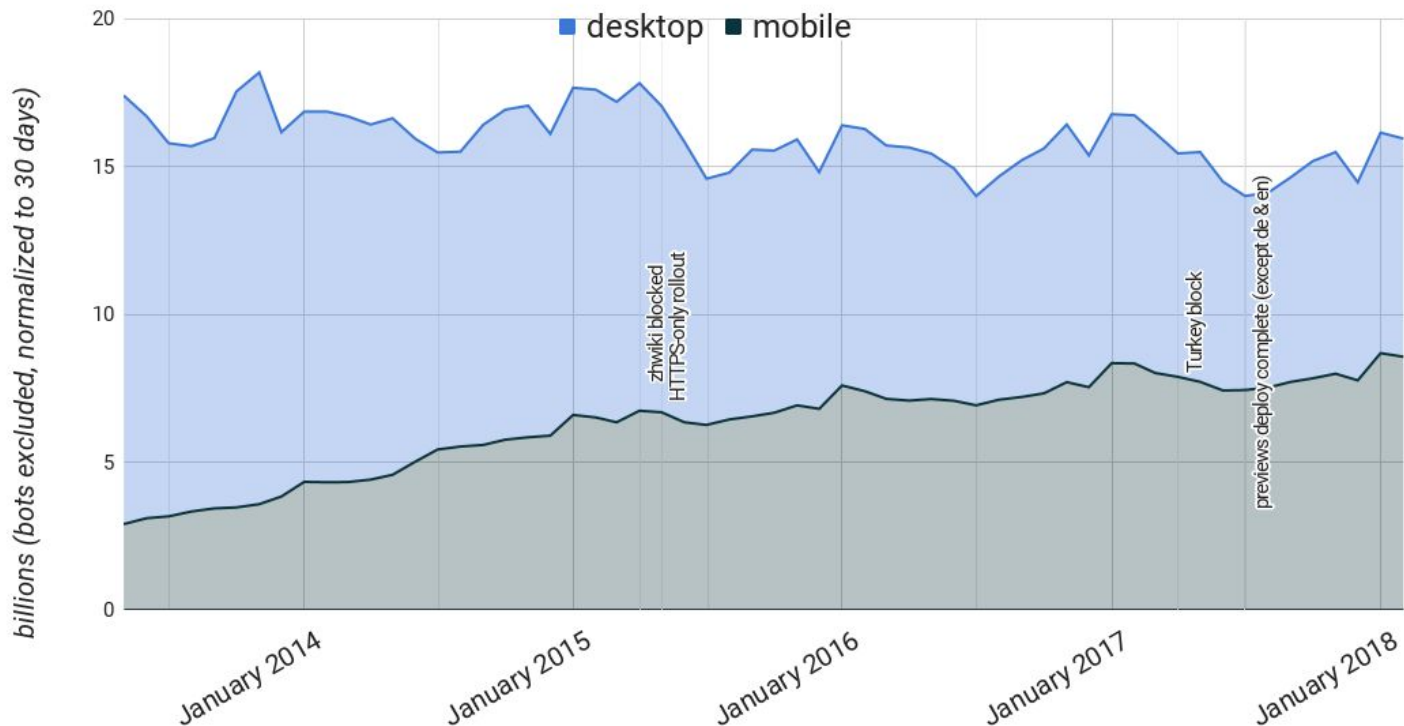
Not a single metric recorded a month-over-month decline in March, which is reasonable considering that it was 11% longer than the previous month.

The year-over-year trends are consistent with long-term patterns: a concerning decline in new active editors, a slow growth in existing active editors, and a substantial growth in mobile edits which is gradually slowing down (this month's year-over-year growth was the slowest in almost 2 years).

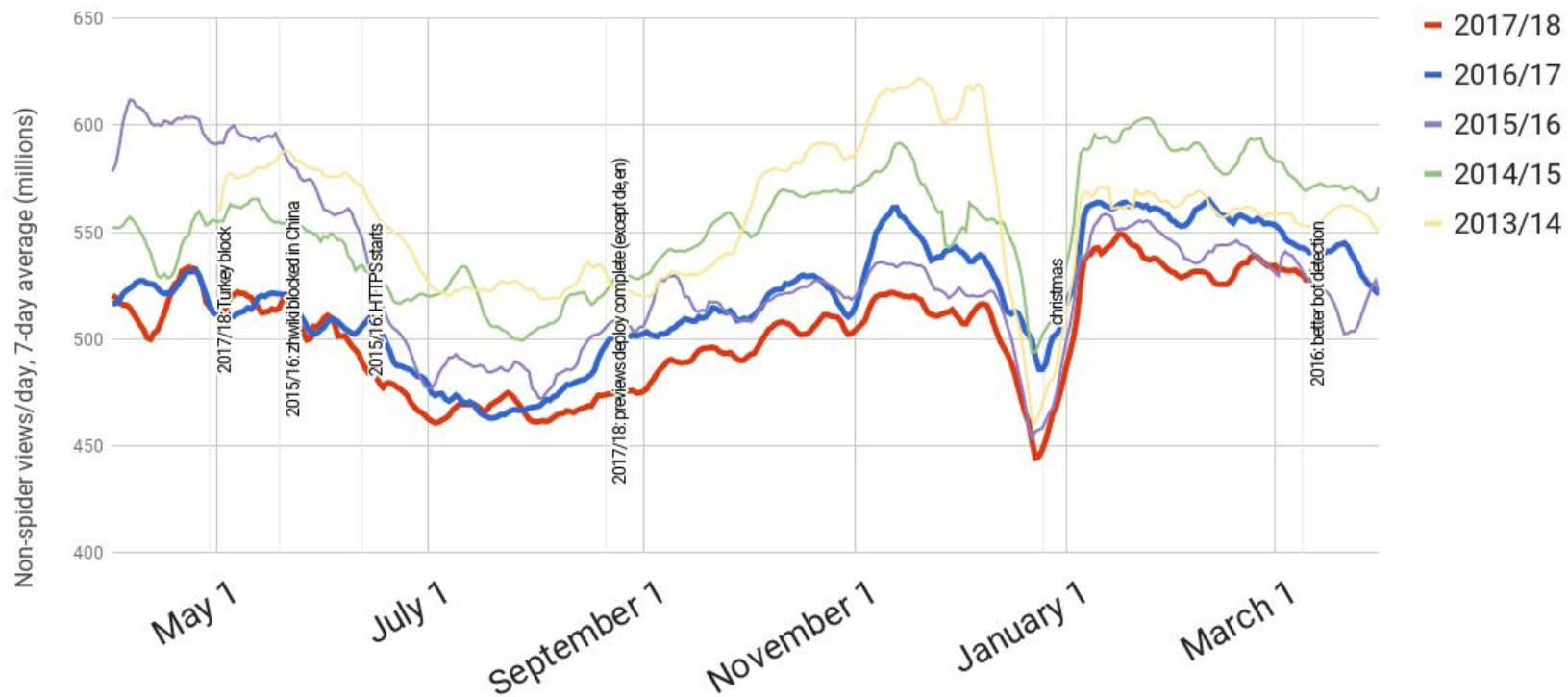
The substantial year-over-year drop in the new editor retention rate is not part of a clear pattern of decline—the rate regularly fluctuates by similar amounts.

# Pageviews by access type

## Wikimedia monthly pageviews (desktop+mobile), 2013-2018



# Pageviews year-over-year May 2013 - Feb 2018





# Board dashboard proposal



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# Goal

Create a set of metrics to be shared with the board to assess overall ecosystem health and impact of our specific programs

# Proposal

We report on two sets of connected metrics:

- A set of topline “movement level metrics” to show overall impact and health of the movement
- Results of programs designed to drive these metrics via specific, targeted interventions

# Movement level metrics

Strategic Goal	Area	Measurement
<b>Reach</b>	Consumers	Unique Devices
		Pageviews, previews
<b>New Content</b>	Contributors	Number of articles, media files, data elements
		Number of content edits, uploads, data edits
		Active Editors (all projects)
		Editor Retention (2d month)
<b>Diversity</b>	Both	Geography, Platform, Language, Project

# Connecting to programs

Strategic Goal	Area	Measurement	Programs
<b>Reach</b>	Consumers	Unique Users	SEO, New Readers
		Pageviews	SEO, New Readers
<b>New Content</b>	Contributors	Number of articles, media files, data elements	Local Language Content, Onboarding, Wikidata, SDoC
		Number of content edits, uploads, data edits	Mobile Editing, LLC, Onboarding, SDoC, Wikidata
		Active Editors (all projects)	Mobile Editing, LLC, Onboarding
		Editor Retention (2d month)	Onboarding
<b>Diversity</b>	Both	Geography, Platform, Language, Project	Mobile Editing, LLC, Onboarding, SDoC, Wikidata

# Potential movement level metrics

Strategic Goal	Area	Measurement
<b>Reach</b>	Consumers	Retention
		Time spent
<b>New Content</b>	Contributors	Quality (across text, media, data)
		Diversity (content coverage)
<b>Diversity</b>	Both	Demographics (gender)

# Open Issues

- Impacts we can't measure yet
  - Diversity metrics
  - Community Health metrics
  - We probably need to start with baselines
- Connecting to Annual Plan and Movement Strategy goals more explicitly
  - e.g. Evolve our systems and structures
- Including initiatives outside of product

# Caveats

- Our privacy policy makes it more difficult (and in some cases impossible) to calculate industry standard metrics, particularly for Readers; we have prioritized privacy far beyond any other top internet site (and indeed, overall)
- Our data systems aren't where we want them to be across the board
- Some things we care about, particularly some aspects of diversity and content, can't be measured well at the current time
- Our total metrics are driven by a large number of factors, many outside of our control – it's hard for any one program to move the topline metrics quickly



# Next Steps

- Internal consensus on approach
- Address diversity and community health metrics
- Review with board
- Create metric creation and upload process
- Iterate as new metrics and programs are created
- Timelines and schedules

# Talent & Culture overview



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# CCE hiring plan

- Candidate Search: 26th March – 24th April
- Shortlist: 4th June
- Informal Interviews: 7th – 8th June
- Formal Interviews: 26 – 27th June
- Secondary Panel: 2nd – 3rd July, or 5th July
- Decision: 9th July
- Offer Sent: 9th – 10th July
- Note: several variables may push out this timeline

# CCE by the numbers

- 344 contacted, with another 200 planned
- 23 contacts declined
- 57 candidates applied
- 17 recommendations received

# Strategy workshop



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# Agenda



15 minutes (Nicole/Katherine)

- Current status
- Phase II overview
- Strategy team

15 minutes (Rob)

- WMCON strategy track overview

10 minutes (Katherine)

- Possible themes

60 minutes (Rob)

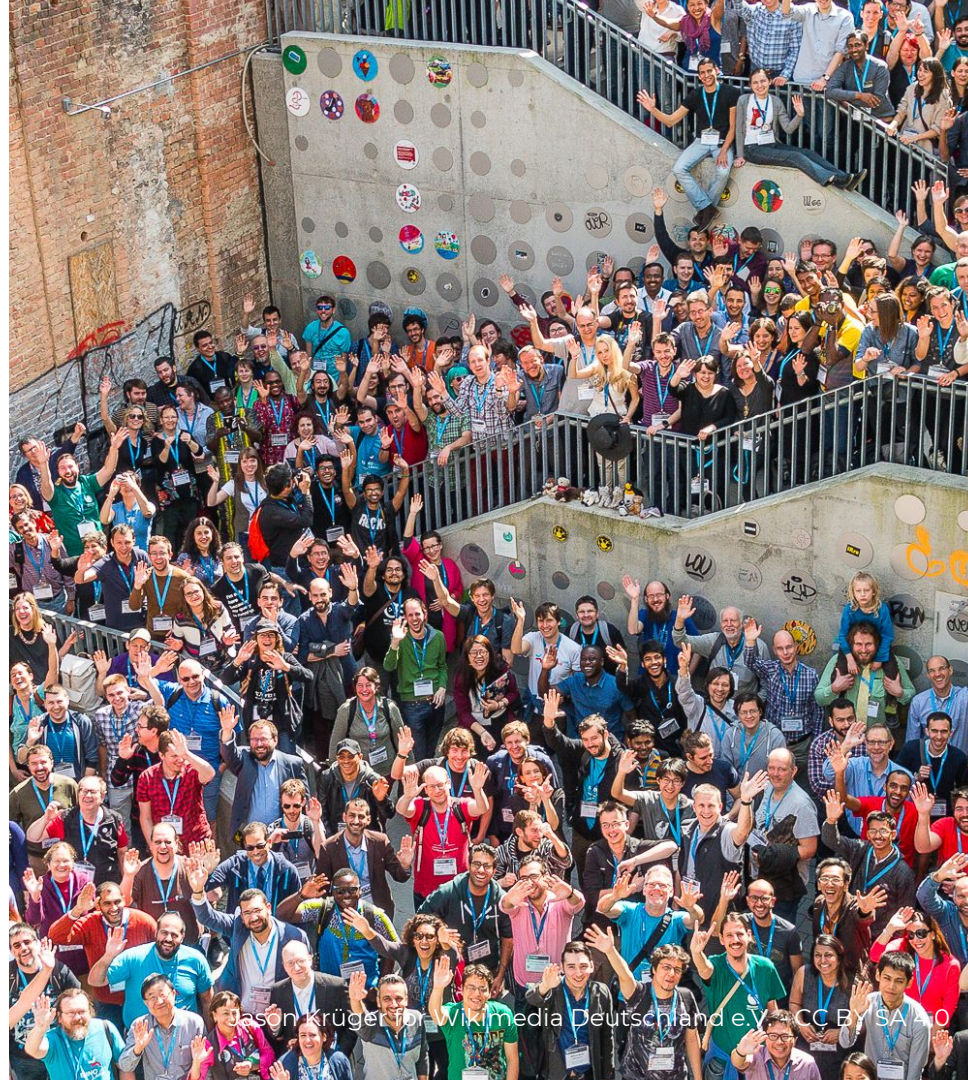
- Discussion

# Current status & next steps



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# 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.

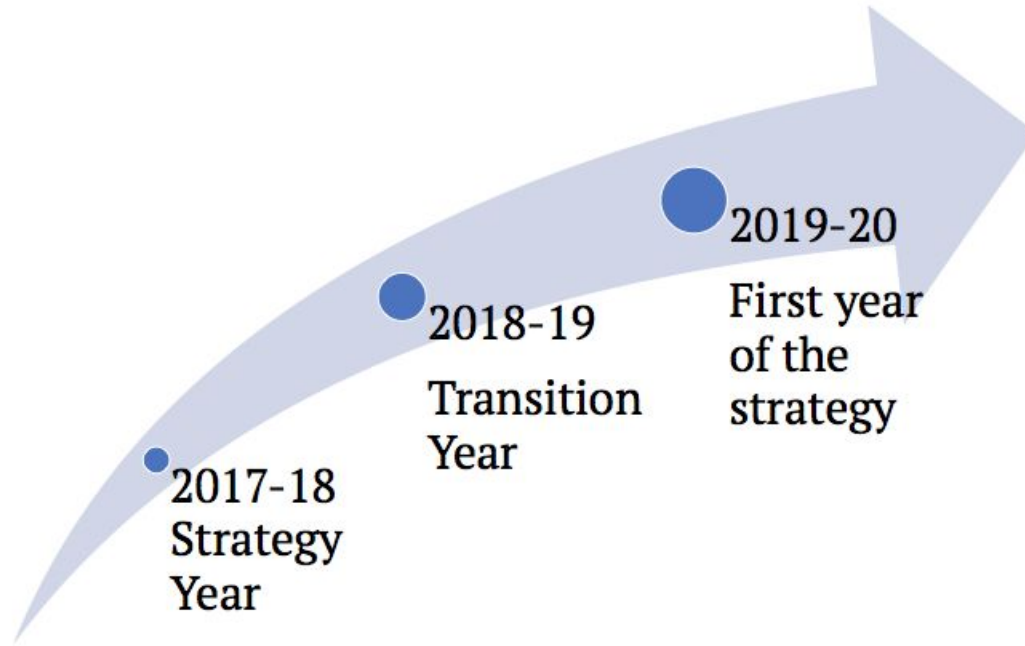
**Now we determine  
how we get there.**

# What we can build on today

- A [Strategic Direction](#) with support across the movement
- [Research and sources from Phase 1](#) and earlier (e. g. [Chapters Dialogue](#))
- 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)



# The big picture



# 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 the essential infrastructure for free knowledge?
- **Across the movement:** What are the critical questions we, as a movement, need to resolve around [roles, resources and responsibilities](#), 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?

# In other words...

- **Conceptual:** Constant and stable change process for the next two years, to guide the movement towards becoming the essential infrastructure for free knowledge; a journey towards cultural change; ensuring inclusivity, openness and clarity
- **Structural (meta):** Discourse around [roles, resources and responsibilities](#), resulting in recommendations as well as agreement and process for implementation
- **Programmatic:** Contextualizing of the direction and the creation of goals and plans on organizational levels, incl. support, coordination and innovation across the movement
- **Tactical:** Project and community oriented processes and development guided by the key organizations' departments ([see product and program recommendations from phase 1](#))

# Scope of Phase II

The Wikimedia movement aims to become the essential infrastructure for free knowledge.

But we are many different pieces, individuals, and groups, with different strengths and situations, with complex relations.

How do we move forward? Do the things that we do today address our goals in an optimal way? Do we have the resources and capacities that we need? How do we manage the change?

- Over the next few years, individuals and movement organizations will be working to apply the direction in their own work.
- **We're also launching a process to address the questions at the *movement* level: the ways we relate to each other and work together.**



# Phase II: Movement level



# A movement-level effort

What will be the same? We will:

- Build a core team to facilitate and coordinate the process
- Assemble working groups and advisors from across the movement
- Conduct research and document our efforts
- Consult broadly, in many languages, in many forums
- Use WMCON and Wikimania as opportunities to test ideas and get feedback
- Make recommendations to the whole movement

# A movement-level effort

What will be different?

- The core team will be made up primarily of Wikimedians and people from Wikimedia organizations (instead of external consultants)
- Our efforts will be focused on how we can be successful at making progress against the strategic direction, rather than “interpreting” it for new meaning
- We already have some initial areas of exploration, defined in Phase I
- The Wikimedia Foundation has invited Nicole Ebber from WMDE to coordinate and facilitate the process

# Overview Roadmap 2018-2020

Work in progress  
(as of April 2018)

2017 (what we have)	2018	2019	2020
Trust & relationships	Contextual: Constant change process towards becoming the essential infrastructure for free knowledge. Cultural change; inclusive, open, transparent, true to our values.		
Research, Data	Structural: Roles, resources, and responsibilities. Recommendations, agreement, and processes for implementation		
Strategic direction	Programmatic: Contextualizing of the direction and the creation of statements of intent on organizational levels, inkl. support, coordination and innovation across the movement		
Community, identity, brand	Tactical: Project and community oriented processes and development guided by key organizations.		
			Led by Core team
			Informed by Core team
			Monitored by Core team

# Breakdown Roadmap 2018-2020

Work in progress  
(as of April 2018)

Workstream	2018		2019		2020	
	WMCON		WMCON		WMCON	
<b>Contextual</b>		Set-up of the process, stakeholder awareness, ensure participation & inclusivity, facilitate change		Pilot and implement short term changes, transformation, iteration, sustainability		next steps
<b>Structural</b>		Identify key themes; working groups: inventory, research, scenarios, recommendations.		Transformation, iteration, agreement		Alignment, next steps
<b>Programmatic</b>		Organizational planning; support and coordination		Experimenting, iteration, evaluation		alignment
<b>Tactical</b>	Project and community oriented processes and development guided by key organizations.					

# Breakdown Roadmap 2018

Led by Core team

Informed by Core team

Monitored by Core team

Work in progress  
(as of April 2018)

	Q1		Q2			Q3			Q4		
Workstream	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
			WMCON			W.mania				Board mta.	
Conceptual	Set-up, budget, team, process design, governance; movement outreach			Communications, Outreach, translation, info production		BREAK	Communications, Outreach, translation		Evaluate and define next steps		Break
Structural			Identify key themes	Set up Working groups.		BREAK	Develop recommendations				Break
Programmatic		Contextualize the direction, coordinate across movement orgs.							Explore and experiment		Break
Tactical	(Annual) planning					(Annual) planning					
Project and community oriented processes and development guided/facilitated by key organizations.											

# Sample key themes

- Roles: Governance and structures
  - How can we live up to our value of equity in our global structures and decision making processes? What are our goals for movement structures (e.g. national representation)?
- Resources: Funding and capacities
  - How can we rethink development, capacity building, learning, events, revenue models and funds dissemination in the movement so that they reflect our values of service and equity?
- Responsibilities: global, regional, and local levels
  - How do we share global, local and thematic responsibilities within and beyond our movement? How do we get those involved who are not part of the movement, yet?

→ Themes and questions will be defined and prioritized in consultation with movement stakeholders

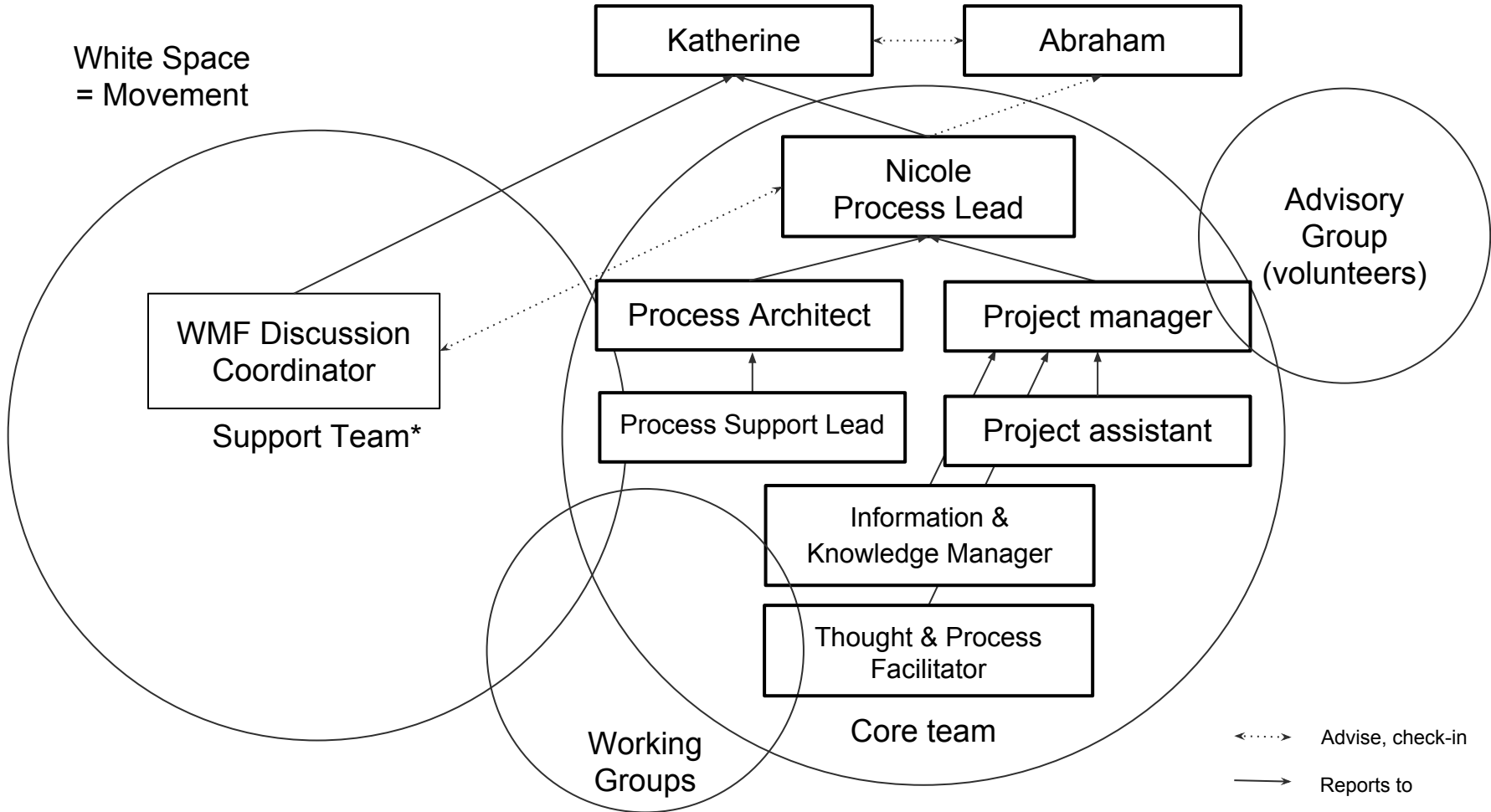
→ recommendations for each theme will be developed by the working groups

# The working groups

- Launch at Wikimedia Conference
- One group per key theme (6-8 themes, 5-15 members per group)
- Working groups develop recommendations for key themes
- Each group led by group lead (existing staff of a movement organization; paid backbone for the working group)
- Groups consist of volunteers, staff and experts from within and outside of the movement; one BoT member per group as a liaison; diversity is mandatory
- The groups will be equipped with budget for research, travel, and training, and a facilitator/project manager (flexible costs, not included in budget, yet)
- Exchange and coordination between the groups is mandatory
- Governance model and legitimacy of the groups and its members need to be clarified



White Space  
= Movement



# Strategy team

<b>Job description</b>	<b>Filled by</b>	<b>Wikimedia organization</b>
Process Lead / Program Manager	Nicole Ebber	WMDE
Process Architect	Kaarel Vaidla	WMEE (former) - WMF contractor
Process Support Lead	Bhavesh Patel	N/A - WMF contractor
Information & Knowledge Manager	TBC	WMF contractor
Project Manager	TBC	WMF contractor
Project Assistant	Anne Kierkegaard	WMDE
Thought & Process Facilitator	Anna Lena Schiller	N/A - WMDE contractor

# Support team

<b>Job description</b>	<b>Filled by</b>	<b>Wikimedia organization</b>
WMF Discussion Coordinator	TBC WMF staff	WMF
Communication	TBC WMF staff	WMF
HR and Legal	TBC WMF staff	WMF
Working Group Leads	TBC	Wikimedia organizations
Working Group members (Volunteers)	TBC	Wikimedia community
<i>Language Liaisons Coordinator</i>	TBC	WMF
<i>Language Liaisons</i>	TBC	WMF

# Next steps

Title	To do	When?
Team	<ul style="list-style-type: none"><li>- Onboard the Team</li><li>- Hire Project Manager; Information &amp; Knowledge Manager</li></ul>	April/May April/May
Key Themes	<ul style="list-style-type: none"><li>- Identify themes and prioritize questions</li></ul>	April/May
Working Groups	<ul style="list-style-type: none"><li>- Form and recruit working groups according to themes</li><li>- Agree upon governance model for decision making for each theme</li><li>- Live consultation at Wikimania</li><li>- Work on recommendation for answering the questions</li><li>- Work on ways to implement the recommendations</li><li>- Refining recommendations</li><li>- Start implementing and iterating</li></ul>	April/May May/June July July-October  2019
Events	<ul style="list-style-type: none"><li>- Wikimedia Conference</li><li>- Regional Events</li><li>- Wikimania</li></ul>	April May-June July



# Phase II: Wikimedia Foundation

# Timeline

FY17-18		FY18-19 (transition year)			
Q3	Q4	Q1	Q2	Q3	Q4
Annual planning		Strategic planning		Annual planning	
	Community consultation on Annual Plan	Community consultation on WMF priorities	Convert priorities to medium-term plan		Community consultation on Annual Plan
	Identify WMF medium-term priorities		3-5 year (medium-term) strategic plan >>>		
AH/DevSummit	WMCON	Wikimania		AH/DevSummit	WMCON

# WMCON strategy track overview



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# **WMCON 2018**

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Movement Strategy Track  
... and the Board's role

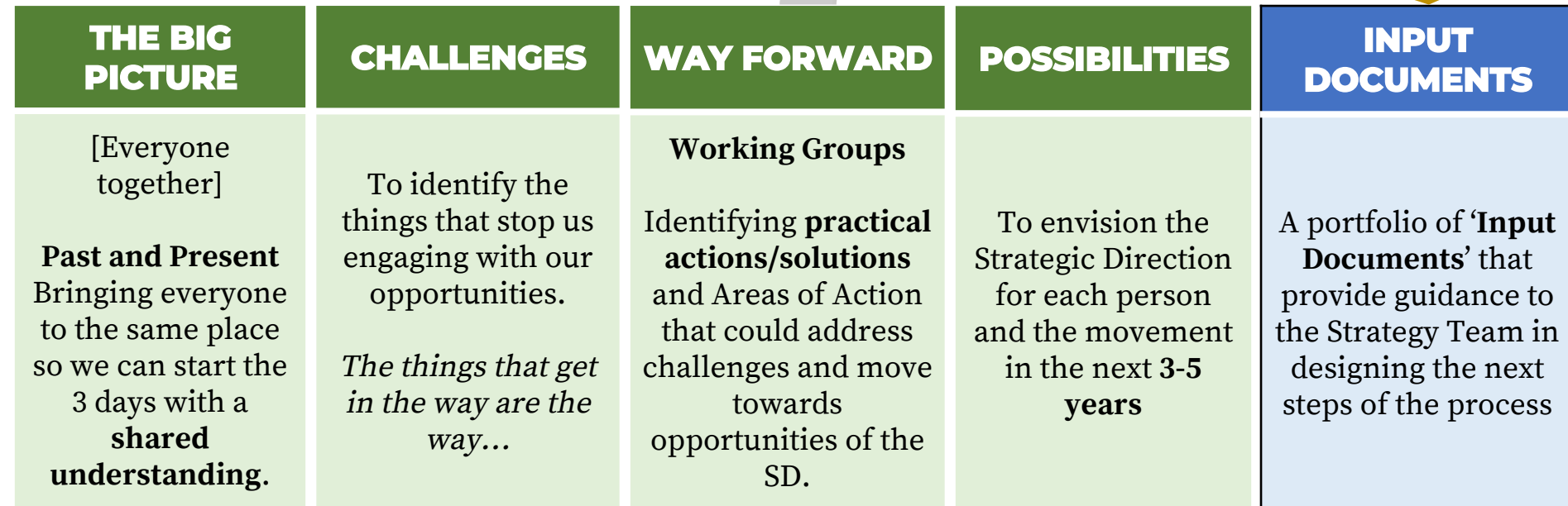


# Introduction

- Our facilitation team...
- Today a strategy track taster, *soupçon*...

# Overview

1. The **strategy *process*** as a whole
2. The **strategy *track*** during the conference
3. The likely ‘working groups’
4. Discussion of the Board’s role in the process, and particularly the conference track
5. Identifying how the Board will engage with the Working Groups...



# Possible themes

# Building on November

- Capacity Building
- Resources (financial and otherwise)
- Governance (roles and responsibilities)
- Partnerships
- Diversity/Inclusion
- Technology
- Community Health
- Events

# Discussion



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# The Board and the conference

- Now we are going to explore the implications of all this...
- What stands out to you from what you've heard?
- **5 MINS In pairs**
- When you think of your board role...
  - Where are you most confident? More hopeful?
  - Where are you less confident? More concerned?

# The Board and the conference

- 10 MINS - **In threes...**
- Discuss the opportunities and risks for the Board over the next four days
- Sharing



# The Board and the conference

- **In what ways can the board commit to working – collectively and individually – during the strategy track *and* after the conference?**
- **Write your ideas on the A5 cards provided...**

**WRITE BIG**

NOT SMALL LIKE THIS

**ONE IDEA  
PER CARD**

**3-7 WORDS  
PER CARD**

**6-7 CARDS  
PER GROUP**

# The Board and the conference

- Hand up your two **clearest** cards
- Any pairs that go together?
- Hand up two cards that are **different**
- Are there any other cards that go together?
- Place any remaining cards in the column where it fits... or in a new column.

# Shared principles

- What is the principle that defines the cards in each cluster?

# Moving forward...

- Where is the board naturally strongest? Where are you more or less confident?
- Is anything missing?
- What would be the most effective approach for the board to take with the **working groups**?

# Wrap up...



# Process



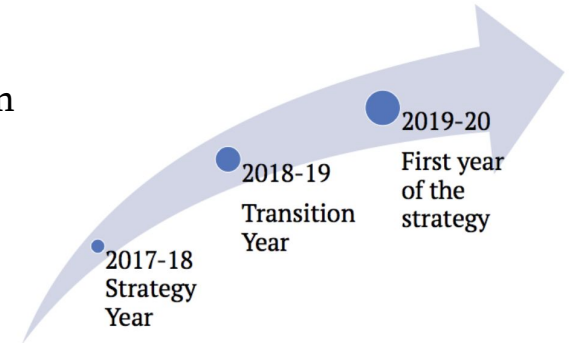
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# Annual Plan timeline

<b>March 21</b>	Present draft budget at Audit Committee Meeting
<b>March 27</b>	Present draft plan at Board of Trustees Meeting
<b>March 29</b>	Publish draft plan and budget on Meta for community review
<b>April 1 - May 15</b>	Community Comment Period
<b>June 5</b>	Present revised Annual Plan to Audit Committee
<b>June 7</b>	Final Annual Plan Draft sent to Board of Trustees
<b>June 12</b>	Board of Trustees votes on approval FY 18-19 Annual Plan
<b>July 1</b>	FY17-18 begins and final Annual Plan is posted on Meta

# Draft FY18-19 plan: Approach

- **“Year 0” for 2030 strategic direction**
  - We are preparing the organization to make progress against the strategic direction
  - We are developing a 3 to 5 year, medium-term strategic plan
- **Expanded planning frameworks**
  - In FY17-18, we introduced Cross-Departmental Programs
  - In FY18-19, all Programs require definition in terms of resources, outputs, and outcomes
- **Organized around 3 goals**





# Priorities



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Goal 1:

# Knowledge Equity

Grow new contributors  
and content



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Goal 2:

# Knowledge as a Service

Increase reach and  
audiences



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Goal 3:

# Foundational Strength

Evolve our systems and structures



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# Programs (new & incremental)

## Evolve systems and structures

## New content and contributors

## Increase reach

Year 0-A

- Address Infrastructure Gaps
- CDP: Platform Evolution
- Reliability Performance, and Maint.
- Wikidata
- CDP: Privacy, Security and Data Mgmt
- Bus Ops Improvement
- CE Strategy
- Development & Leadership
- Deployment Pipeline

- CDP: Community Health
- Better use of data

- SEO

UPDATES

Year 0-B with  
new HC in plan

- Code Health
- Build Tech Community\*
- Legal Fellows\* (increase in pay for first time in years)

- New content from new contributors
- Public Policy/ Strategic Initiatives
- Scoring Platform

- CDP: New Readers
- Every human
- Communications 2024

Year 0-B

- Knowledge Integrity
- Movement organizer
- CE Services Infrastructure
- Community Wishlist
- Smart Tools for Better Data
- Developer Productivity

- Resourcing Communities

Year 1+

- Onboarding new Devs
- Community Collab in Product Dev
- Smart Tools for better data

- Address Knowledge Gaps
- Search Platform

- Partnerships for Global Reach
- Wikimedia Brand and Identity
- Content and Branding

# Programs (current & core)



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# Currently resourced

## Evolve systems & structures

- Community grants
- Improving Trust & Safety
- Future working environments
- Defense of Foundation and community
- Global Embrace
- Modern event platform
- PHP7 migration

## New content and contributors

- GLOW/Project Tiger
- Voices under threat

## Increase reach

- Institutional & professional outreach & partnerships
- Infrastructure evolution
- Community finance

## Other Programs

- Learning Days, Events, L&E Communications
- Movement Learning and Evaluation
- Community Program Capacity
- International Developer Events
- Endowment contribution



# Core service support

- Environmental Sustainability
- Diversity and Inclusion

- Online Fundraising
- Fundraising Operations
- Foundations, Major Gifts, and Endowment

- AffCom & Affiliate Partnerships
- Trust and Safety Investigations
- Community Committee and Functionary support

- Office IT and A/V
- Risk Management
- Accounting Operations
- Financial Management & Planning

- Compliance with Law and Policy
- Privacy and Security
- Contracts
- Content and Branding
- Board of Trustees support
- Employment Law
- Governance and Grantmaking
- General Legal Support

# Metrics & milestones



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<b>Evolve our systems and structures</b>	<b>Target</b>
Services served out of >1 data center	95%
Services adopting modernized metrics	+20%
Overall staff engagement	+3%
Centralized logging of page view services	100%
Converged MediaWiki with our Node.js services	Milestone
Wikidata usage	+15%
Grow Endowment	+\$5M
Able to run product experiments twice monthly	2x per month

<b>Grow new contributors and content</b>	<b>Target</b>
Administrators who report having the skills and tools to intervene in cases of harassment	+25%
New contributor retention in target languages	+10%
Number of edits on mobile increases in target languages	+20%
Collect baseline data to measure diversity in contributor demographics	Milestone
Content growth in target languages	+10%
Article section recommendation technology	Available in 10 languages
Artificial intelligence technology providing edit and article quality	Available in 5 languages

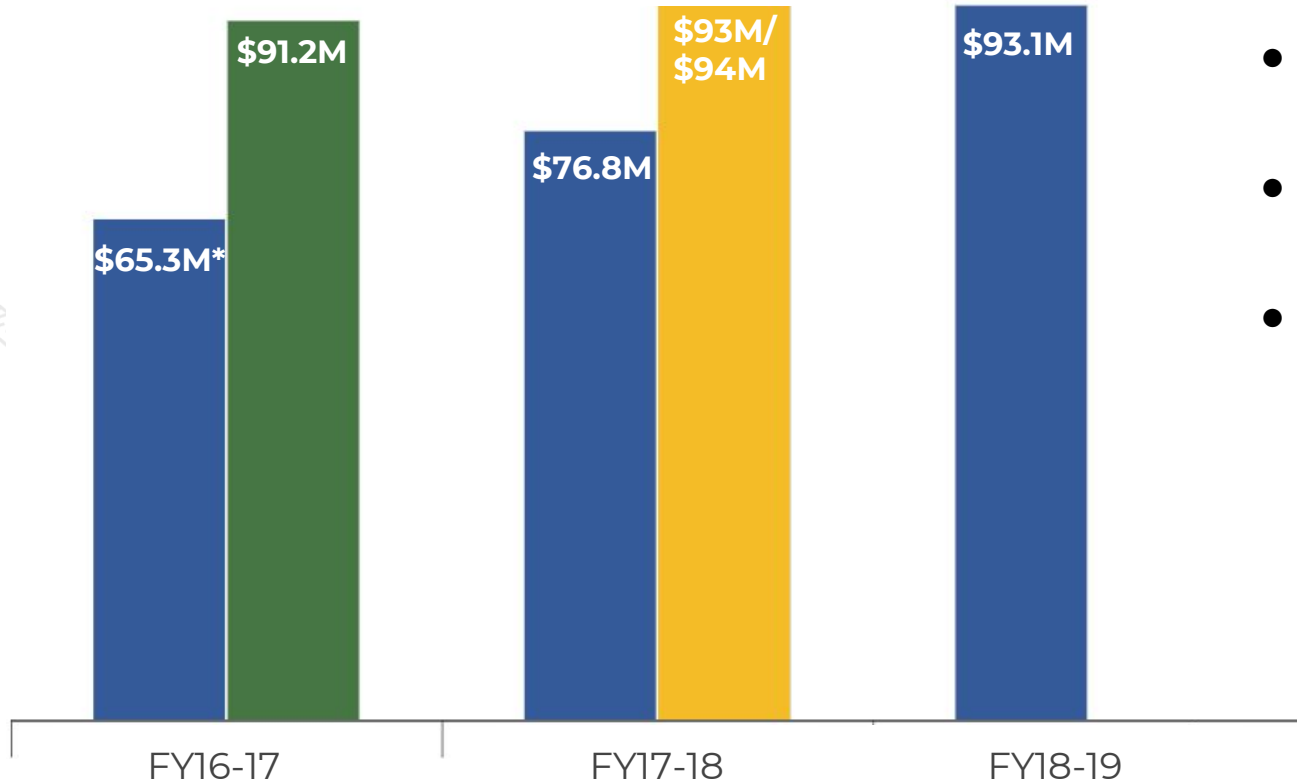
<b>Increase our reach and audiences</b>	<b>Target</b>
Global traffic increases	+1 - 10%
Wikipedia awareness in target regions	+15%
Wikipedia is meaningful to women	1 billion
Users in underrepresented regions can directly access Wikipedia through mobile provider and offline partnerships	1 million

# Budget



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# FY 18-19 Revenue Target

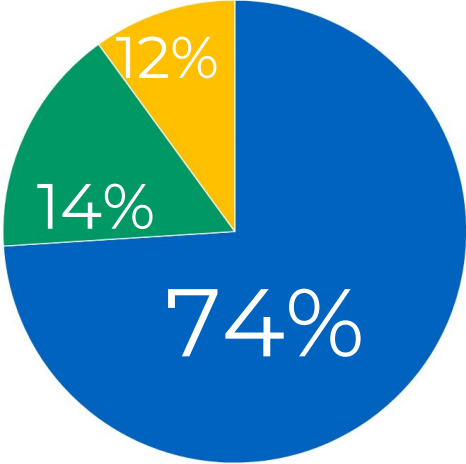


- Overall targeted revenue growth of 21.4%
- 20% increase in fundraising target
- Includes \$1M in interest income

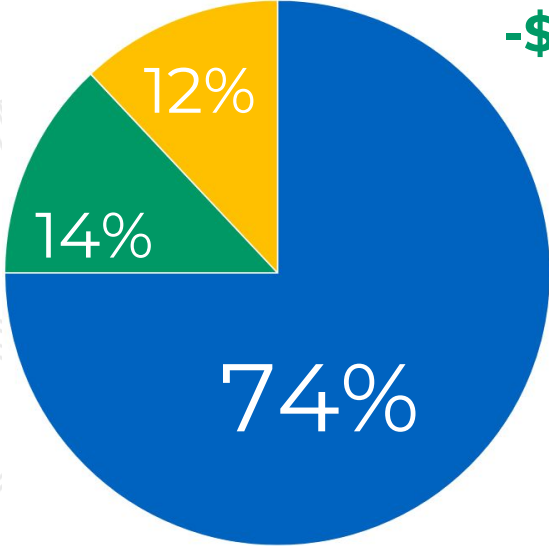
*\*Normalized to conform to FY17-18*

● Target ● Actual ● Projection

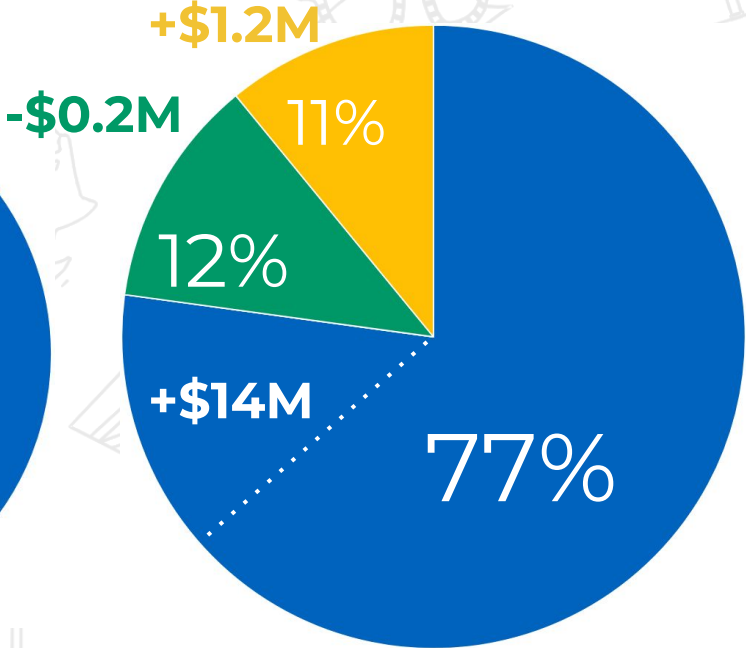
# Program Investment



FY16-17 Actual:  
**\$69.1M**



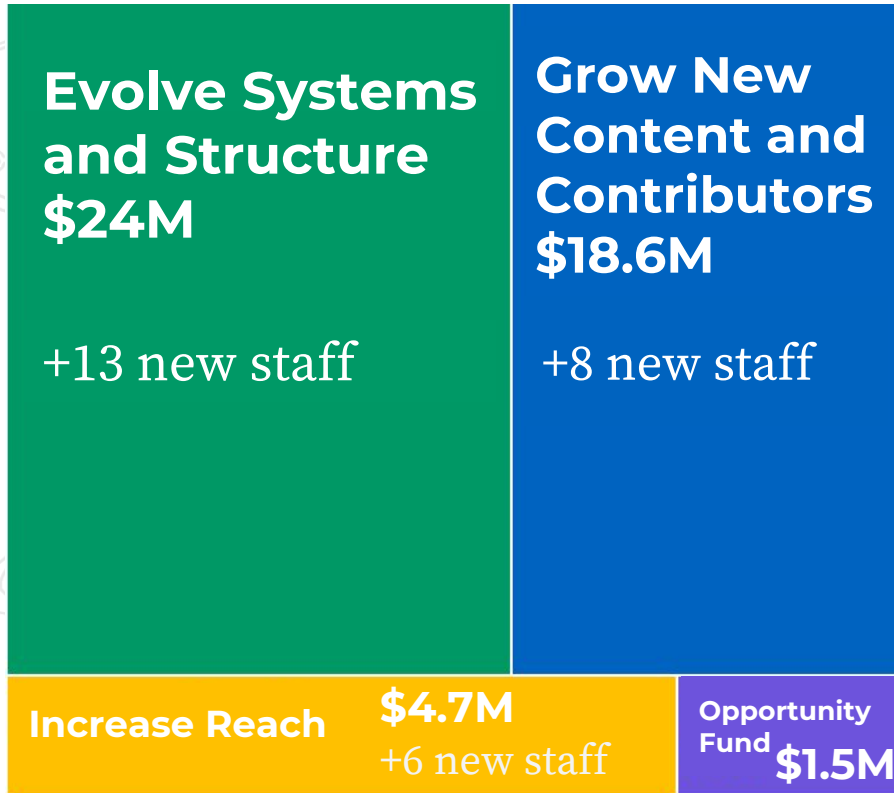
FY17-18 Projection  
**\$77.2M**



FY18-19 Budget Draft:  
**\$92.1M**



# Investing in our goals



## Highlights:

- **77% (\$71M)** of the proposed FY17-18 budget is programmatic
- **51% (\$47.4M)** is allocated to the top organizational goals
- **73% of new staff** (27 of the 37)
- **\$1.5M Opportunity Fund** gives us the ability to fund new programs as capacity increases

# Income statement

## Consolidated budget: Program and non-program expenses

	FY17-18 Budget	FY18-19 Budget draft	Change (\$)	Change (%)
<b>Revenue</b>				
<b>Fundraising &amp; Other income</b>	76,800	93,115	16,315	21%
<b>Annual Operating Expenses</b>				
Staffing	40,052	49,350	9,298	23%
Data Center Expenses[1]	4,465	4,676	211	5%
Donation Processing Fees	3,228	4,045	817	25%
Grants	7,360	7,528	168	2%
Endowment Contribution	5,000	5,000	0	0%
Outside Contract Services	4,773	6,113	1,340	28%
Legal Fees	1,322	1,698	376	28%
Travel & Conferences	2,723	3,564	841	31%
Other expenses [2]	7,877	7,546	-331	-4%
Opportunity Fund [3]		1,500	1,500	-%
Movement Strategy		1,124	1,124	-%
<b>Total Annual Operating Expenses</b>	<b>76,800</b>	<b>92,144</b>		
<b>Funds available for a specific purpose[4]</b>				
Movement Strategy	453			
Brand Strategy	850			
Office Move	697			
<b>Total Funds available for a specific purpose</b>	<b>2,000</b>			
<b>Total Expenses with Funds available for a specific purpose</b>	<b>78,800</b>	<b>92,144</b>	<b>13,344</b>	<b>17%</b>

[1] Capital Expenses are budgeted according to GAAP

[2] Other expenses include: Facilities, Wikidata, Insurance, FF&E, All Hands, Recruiting, Property Taxes, etc.

[3] In FY18-19 we are planning for continued growth and planning to create a 3-5 year Plan to achieve Wikimedia 2030. We know that we will need to respond with agility throughout the year as we grow and develop our plan. To do so, we are setting aside an unallocated "Opportunity Fund". This fund will allow us to fund projects when they are ready, take advantage of opportunities as they arise, pool uncertainty, and tweak our growth trajectory throughout the year.

[4] These expenses are funded from our surplus for specific and non-recurring investments

# By priority area

	Original Submission		Meta draft		Change (\$)	
	\$	%	\$	%	\$	%
Evolve systems and structure	26.72M	27%	24.04M	26%	-2.68M	-10%
Grow new content and contributors	20.69M	21%	18.61M	20%	-2.08M	-10%
Increase reach and audiences	4.3M	4%	4.7M	5%	0.41M	+10%
Other: Program*	27.94M	28%	26.32M	29%	1.62M	-6%
Other: Non-program*	20.21M	20%	18.47M	20%	1.74M	-9%
<b>Total</b>	<b>99.86M</b>	<b>100%</b>	<b>92.14M</b>	<b>100%</b>	<b>-7.71M</b>	<b>-8%</b>

*\*Other: Program includes Core and currently resourced programs not included within the 3 goals.*

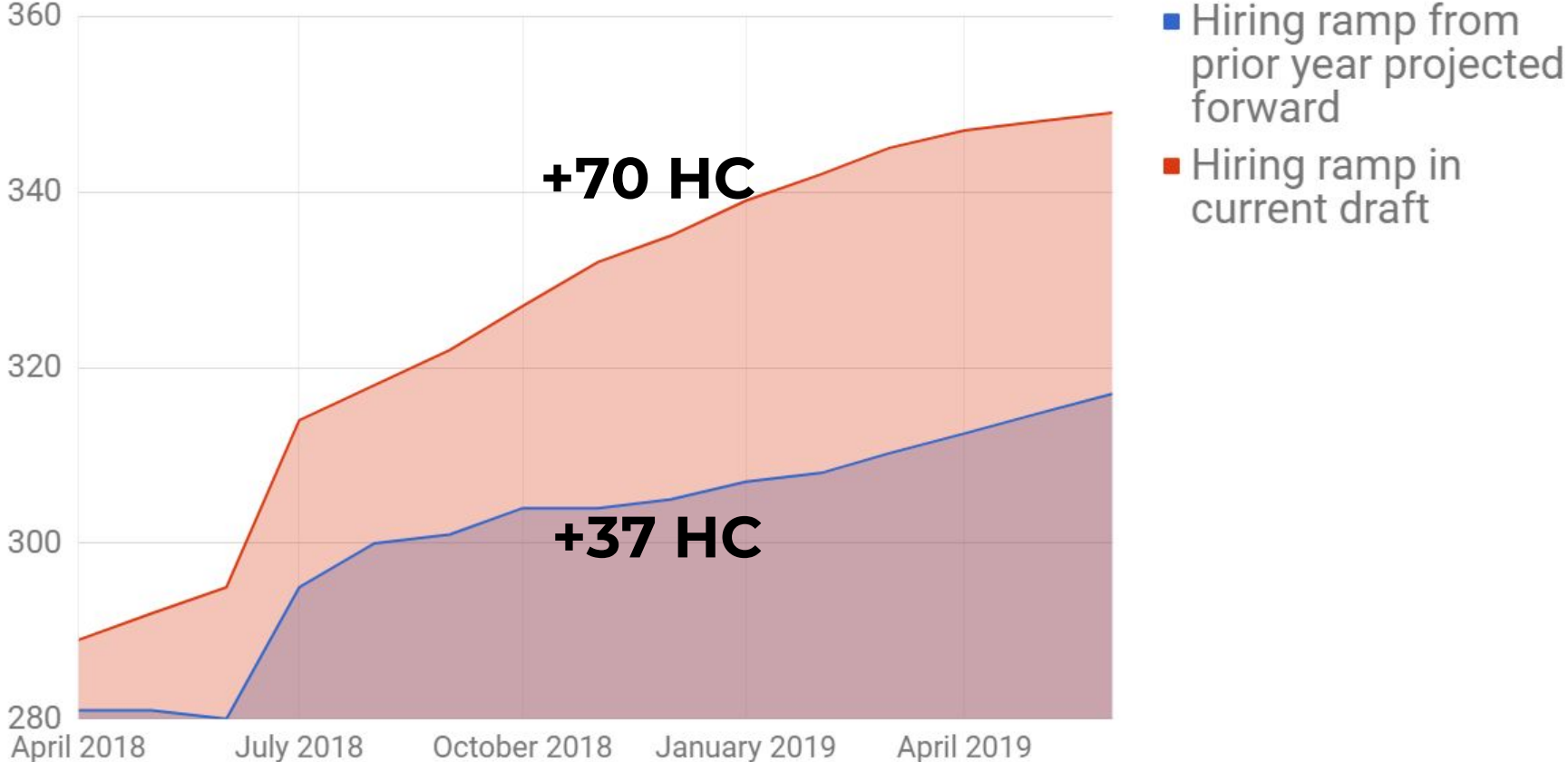
*\*Other: Non-program includes budgeted Core non-program expense not captured within Evolve Systems and Structures.*

# By department

	Original Submission		Meta draft		Change	
Advancement	\$15.11M	15.1%	\$14.8M	16.1%	(\$0.31M)	-2.0%
Audiences	\$19.95M	20.0%	\$17.46M	18.9%	(\$2.49M)	-12.5%
Community Engagement	\$17.15M	17.2%	\$15.17M	16.5%	(\$1.98M)	-11.6%
Communications	\$3.22M	3.2%	\$2.63M	2.9%	(\$0.58M)	-18.1%
Finance & Administration	\$7.71M	7.7%	\$7.71M	8.4%	\$0M	0%
Office of the ED	\$2.19M	2.2%	\$2.2M	2.4%	\$0.01M	0.3%
Legal	\$5.37M	5.4%	\$4.73M	5.1%	(\$0.64M)	-12.0%
Talent and Culture	\$3.53M	3.5%	\$3.2M	3.5%	(\$0.33M)	-9.3%
Technology	\$24.3M	24.3%	\$21.45M	23.3%	(\$2.85M)	-11.7%
Centralized travel budgets	\$1.34M	1.3%	\$1.28M	1.4%	(\$0.06M)	-0.4%
Opportunity Fund	N/A	-	\$1.5M	1.6%	\$1.5M	-
<b>TOTAL</b>	<b>99.86M</b>	<b>100.0%</b>	<b>92.14M</b>	<b>100.0%</b>	<b>(7.72M)</b>	<b>-7.7%</b>

# Planned recruiting

# Current hiring pace vs. budget draft



# Barriers, bottlenecks

- Lack of openness to entry level & quick hires hinder D&I efforts
- Process bottlenecks
  - HMs time in developing JDs and interview teams
  - HM slowness in sticking to plan as budgeted
  - Interview scheduling & time zones, especially with big interview teams
  - Visibility into hiring progress, cycle times, and inconsistent volume
- Resourcing and hiring pipelines to support hiring plan
- No holistic monitoring for progress assessment and corrective action

# Diversity & inclusion

Continue to build our practices around Diversity and Inclusion:

- Representation in screening
- Validity of selection
- Consistency & fairness
- Conversion guidelines
- Different levels of candidate pools sourcing




# Making it happen

- Setting targets for cycles and milestones
- Tools to improve hiring manager accountability
- Prepare for and open jobs early, including req # and JDs
- Promote roles with internal applicants and staff referrals
- Build in flexibility to adjust hiring to our needs and opportunities
- Standardize JDs and implement batch hiring
- Revisiting candidate pools, streamlining interview teams

If all hires take even one quarter longer than planned, the impact is  $\approx$ \$2M

# Evolving our platform

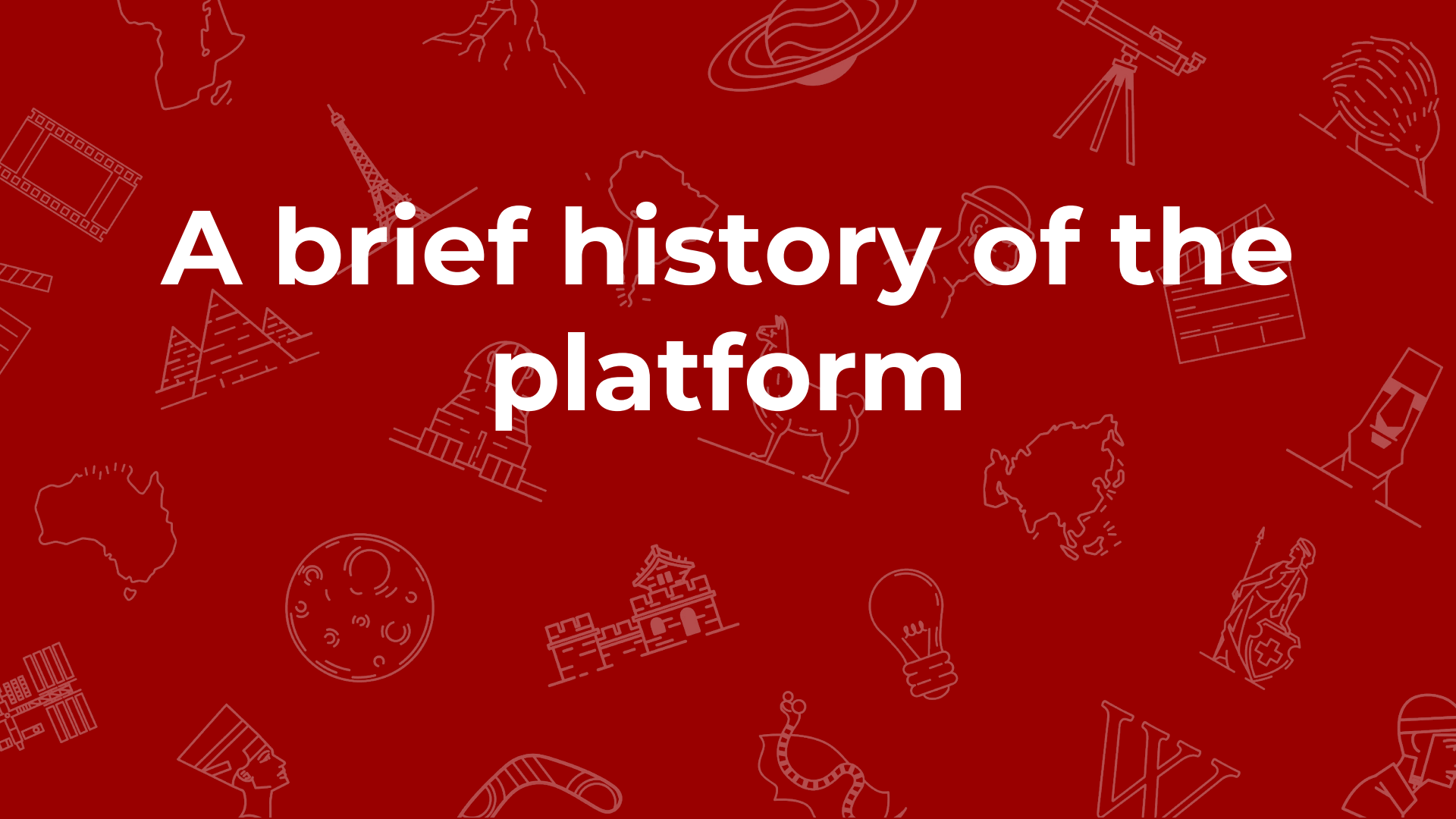




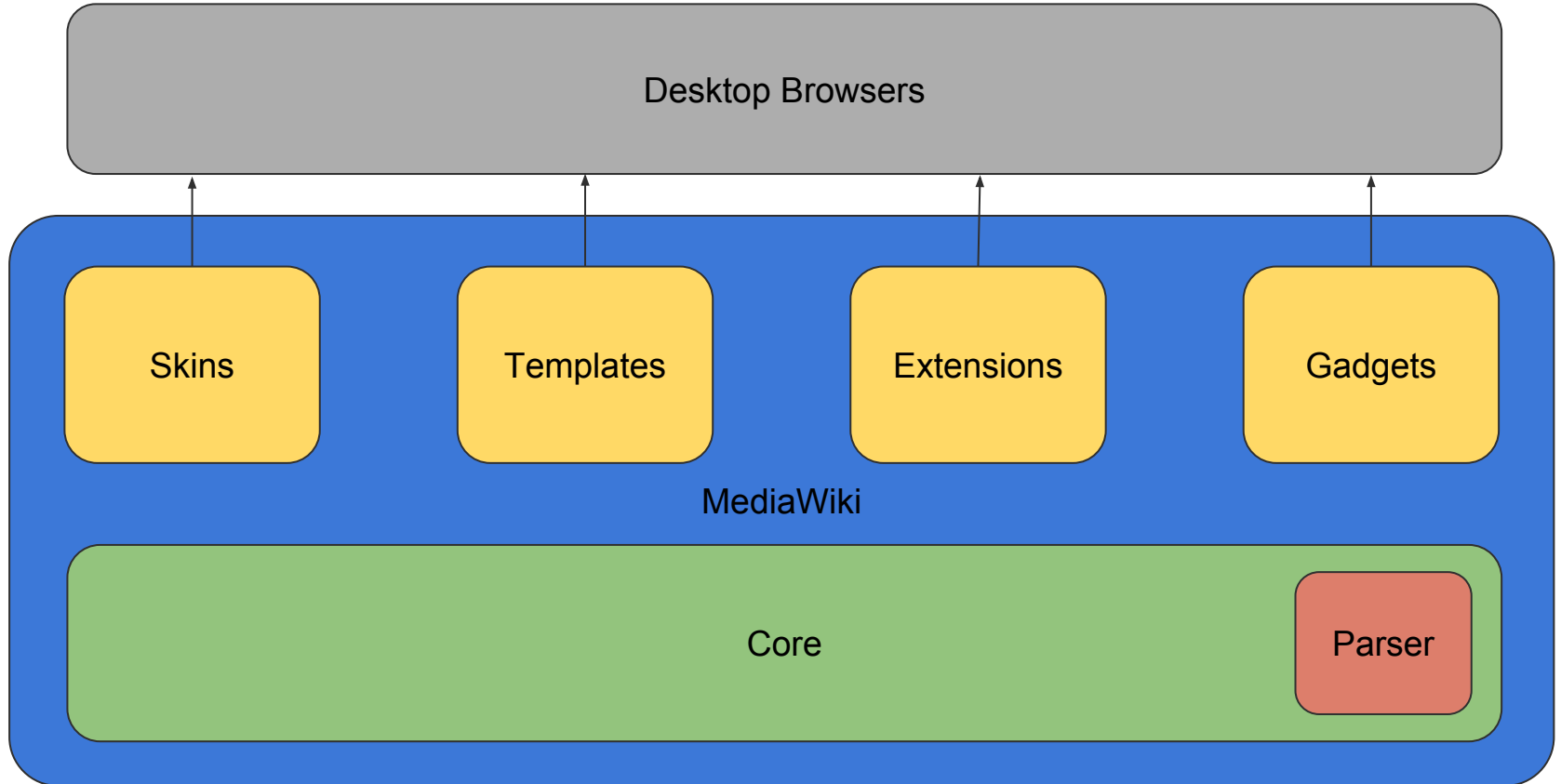
# What does Knowledge equity mean for the platform?

Our experiences should make the full functionality of our software available across all platforms, devices, languages, geographies and abilities

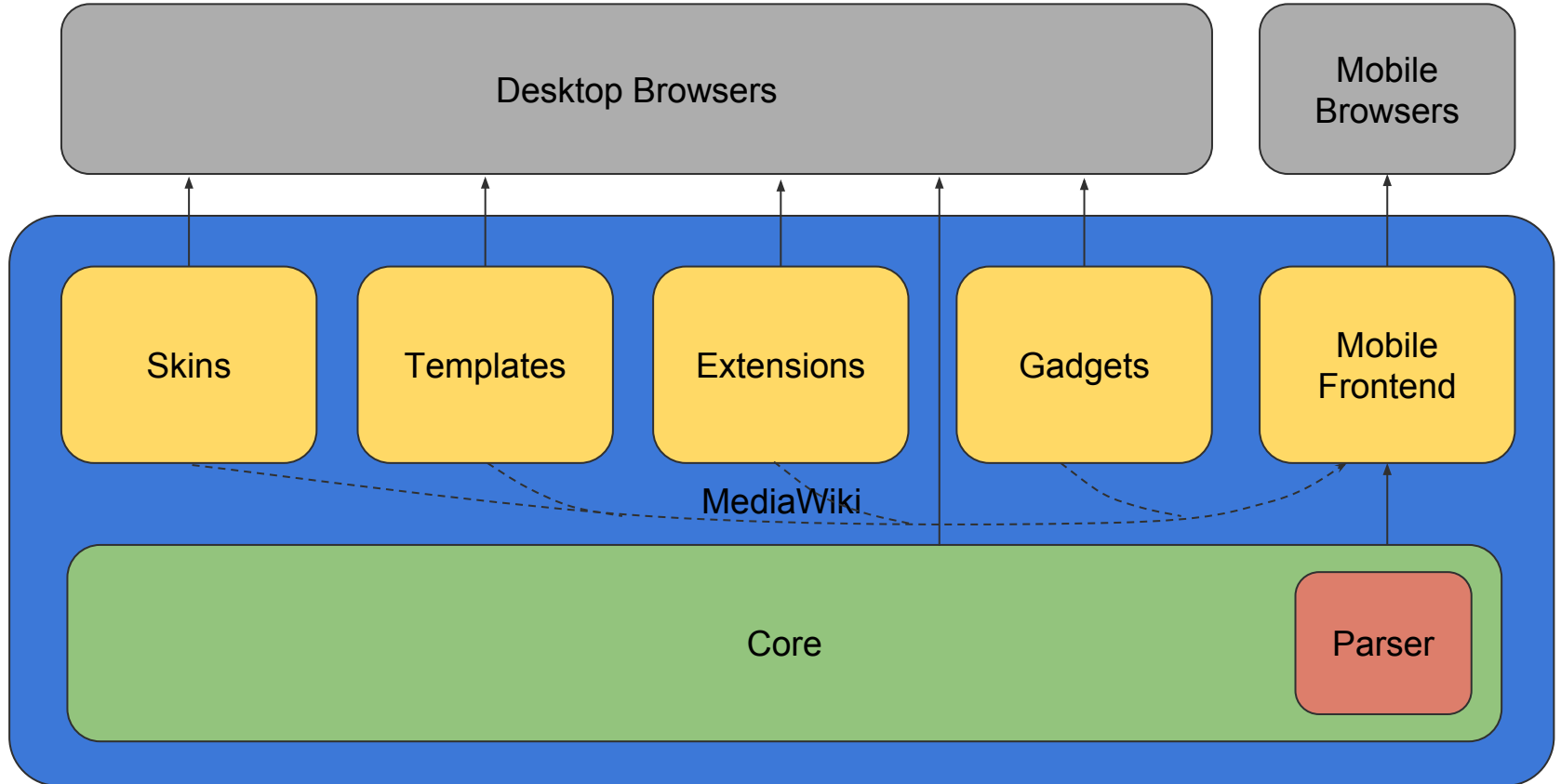
# A brief history of the platform



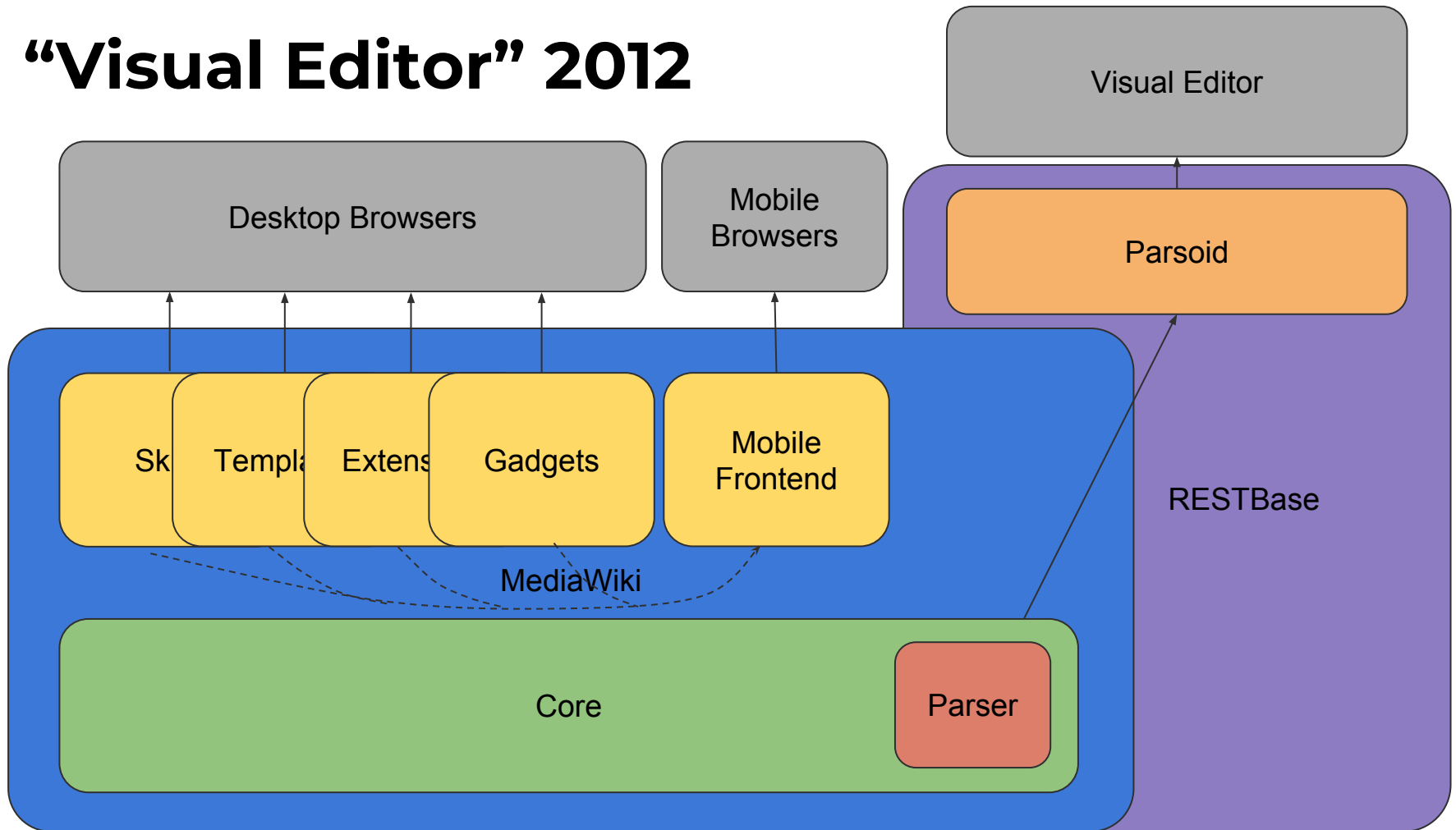
# “Before mobile” 2001-2011



# “Mobile” 2011

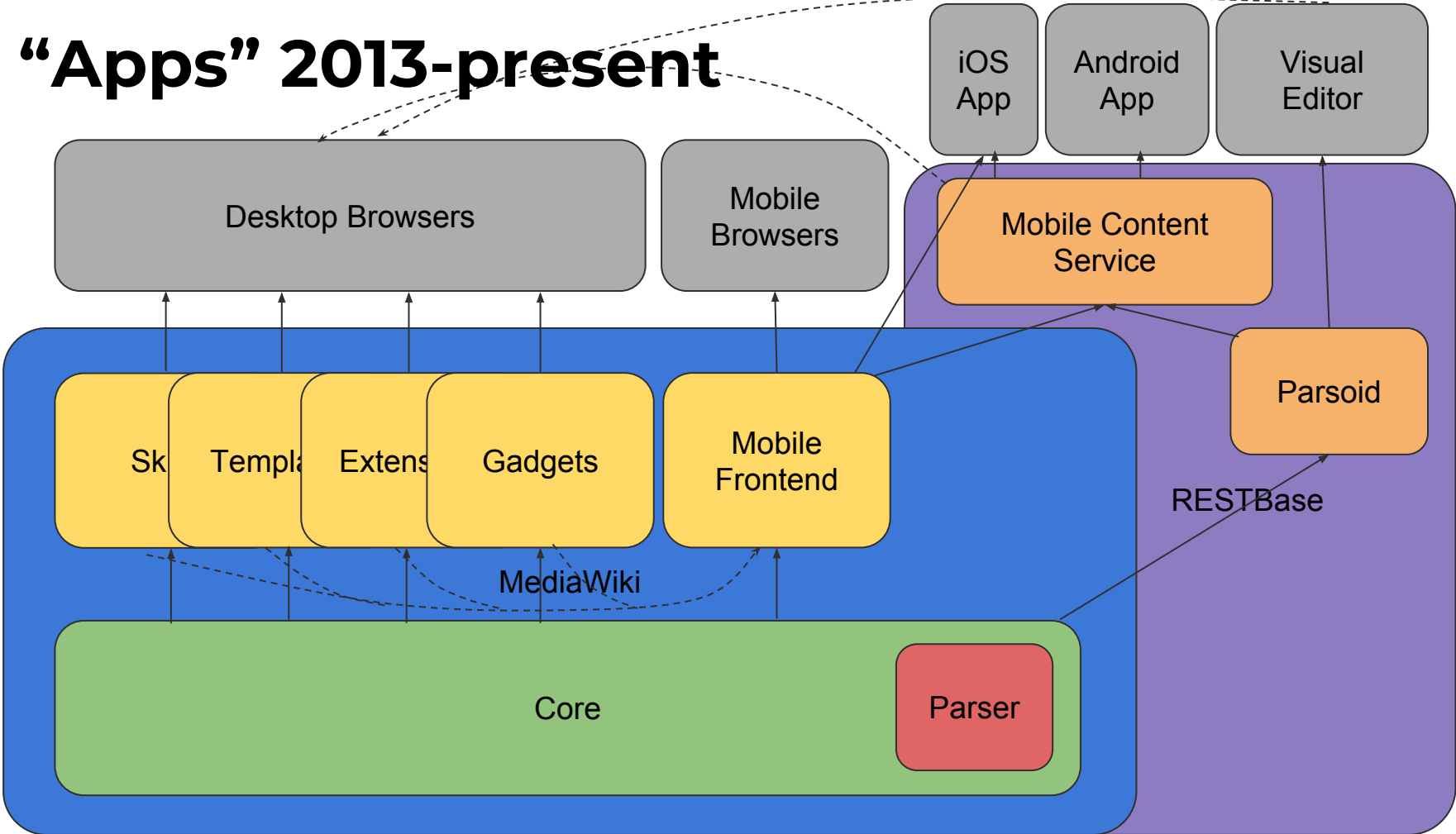


# “Visual Editor” 2012

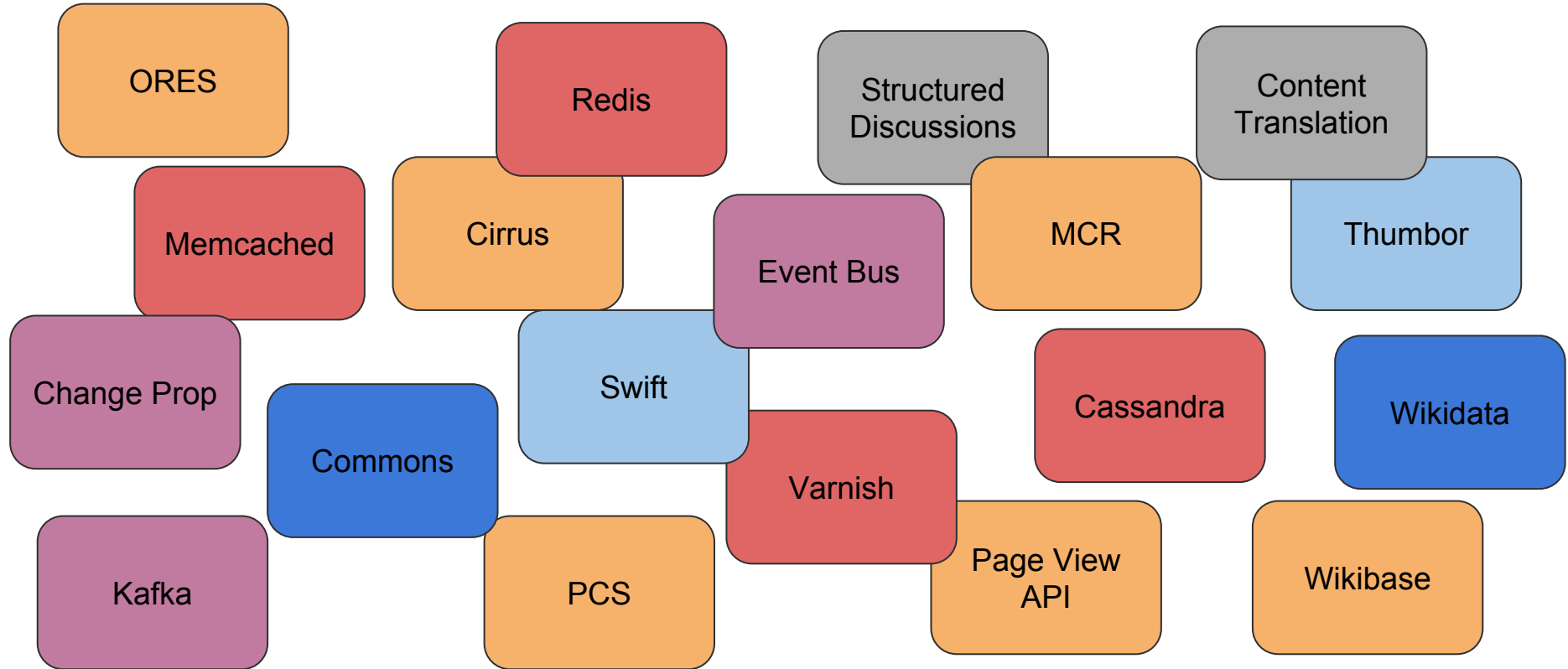




# “Apps” 2013-present



# ...and there's more





# “Just in time” architecture

- Fragmentation
- Maintenance burden
- Developer impedance
- Technical debt
- Poor documentation





**Digging ourselves  
out of a hole and  
getting ready to  
support the strategy**

# No judgement zone

- The state of our technology stack is not because of poor engineering
- Staff and volunteers have been doing the best they can with the time and resources they have
- Teams have been under resourced
- Teams have been working in isolation
- We have been building around issues instead of fixing them
- None of the above is unusual

# How?

- Communication
- Planning
- Long term infrastructure investments

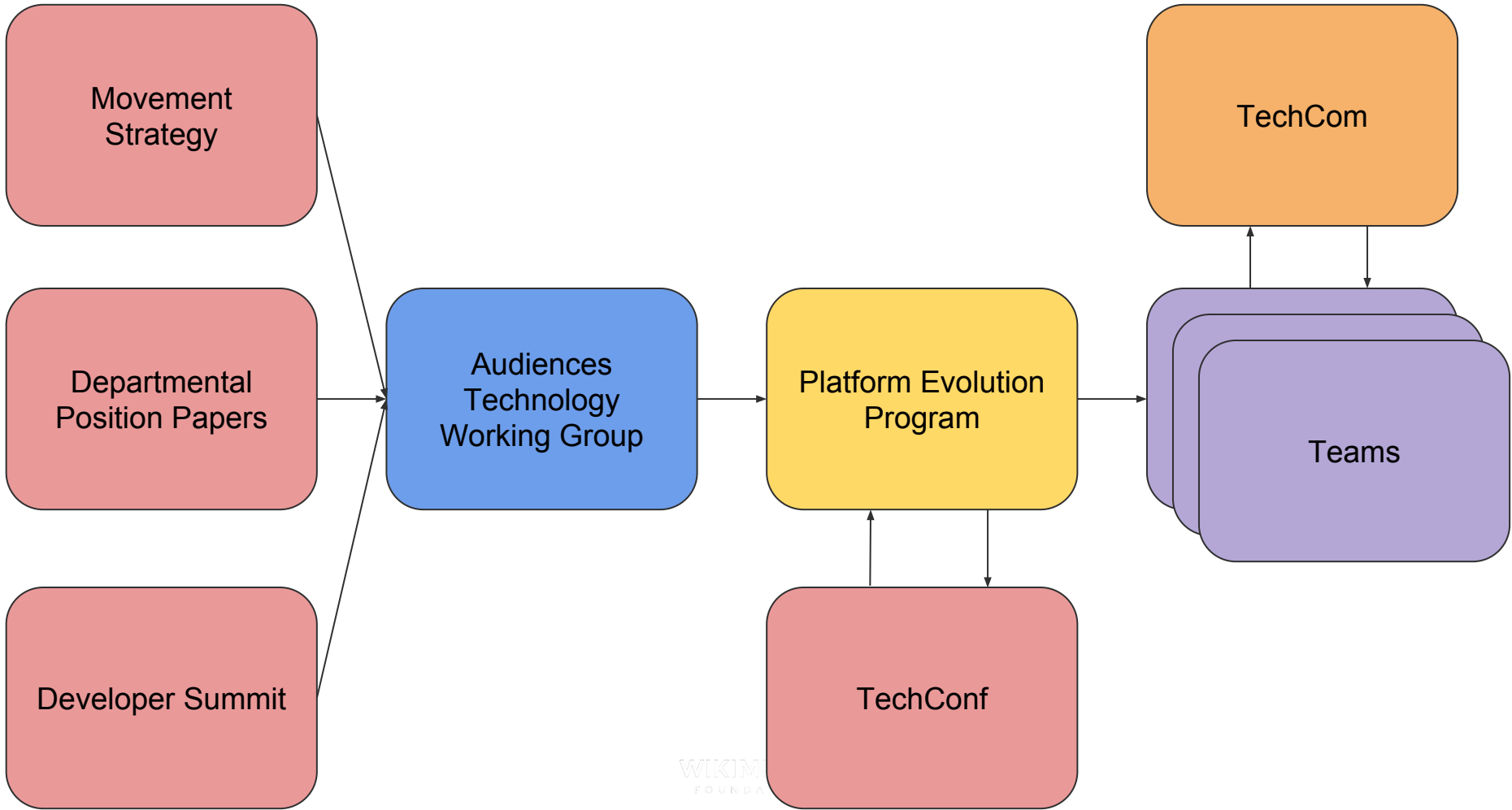


# Where?

- Developer Summit
- Audiences Technology Working Group
- Platform Evolution Program
- TechCom
- TechConf







# Platform Evolution Program goal



**Empower the Wikimedia Movement to accomplish its goals of Knowledge Equity and Knowledge as a Service by evolving and investing in our technology stack to improve its flexibility, maintainability, and sustainability**

# Outcomes



# Outcome 1

**All features, all platforms, all devices, all form factors**

- Responsive design for web
- APIs for other platforms: apps, voice assistants, etc...

# Outcome 2

**Easy to scale, develop, maintain and test**

“Foundation” of Outcome 1

- Enables machine learning, search and analytics
- Enables new capabilities
- Quicker to build features
- Efficient use of resources

# Outcome 3

## Document it all

- Support 3rd party API consumers
- Prevent code duplication
- Improve productivity and ease onboarding

# Year 0 of a multi-year plan





# Outcome 1

**Document our needs and infrastructure; develop the plan**

- Gather needs and requirements from stakeholders
- Audit our infrastructure and document it
- Develop the plan for evolving our technology stack



# Outcome 2

## Establish new architecture

- Develop new API infrastructure for future experiences
- Begin Parser unification
- Begin rearchitecting MediaWiki for flexibility and scaling
- Rearchitect other services to better integrate with MediaWiki

# Outcome 3

## Establish centralized documentation portal

- Design and develop a new centralized documentation portal
- Resource documentation development and design
- Publish architecture guide, evolution plan, how-tos and new API reference on portal



# The Core Platform team



- Combining the Mediawiki and Services Platform Tech teams to build a *converged platform* team to be the focus of the CDP
- Brings together some of the most senior technologists of our community.
- Adding 6 further FTEs
- This team will begin the hard work of re-architecting our technology stack into a more sustainable and flexible platform,
- The Core Platform team will do incredibly important work to sustain our software stack day in day out while also looking into the future and guiding the reengineering of our platform to support the mission for the years ahead.

# And a broad partnership

## WMF Audiences

### Readers

- 2.25 Engineers plus product and design support
- Improving mobile interface for contributors
- Documenting workflows to be turned into APIs
- API development

### Parsing

- 2.5 Engineers
- Prototyping and testing parser unification solutions
- Beginning parser unification

## WMDE

- Architectural support throughout project; Additional resourcing planned for 2019.



# Wikidata

**Launched in 2012 to manage structured data across Wikimedia projects, Wikidata is swiftly becoming the general semantic framework for the entire web.**





# Critical mass



**Let's talk about the  
road ahead**



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# Strategic priorities

Determine use cases

Develop product roadmap to support the use cases

Ecosystem development for the use cases

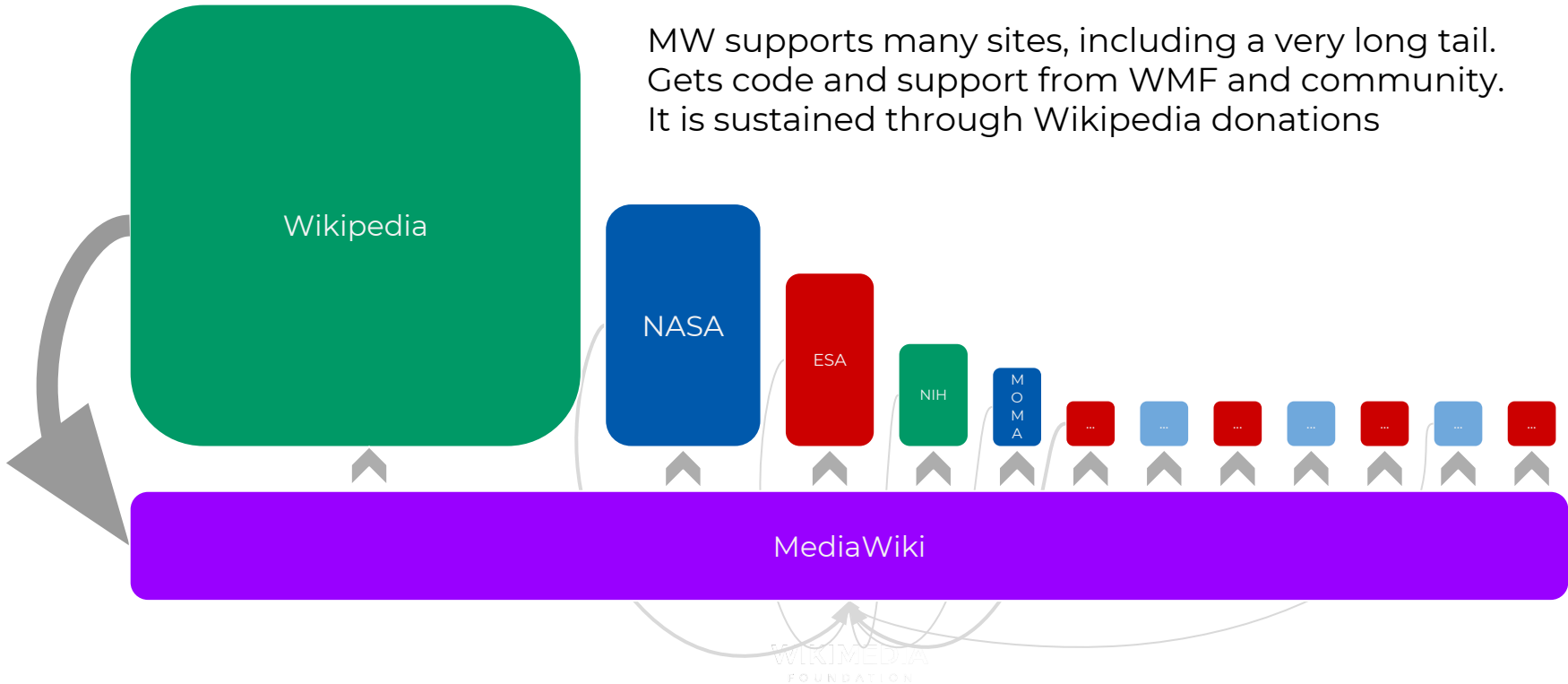
Road to sustainability



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# By way of an analogy

MW supports many sites, including a very long tail.  
Gets code and support from WMF and community.  
It is sustained through Wikipedia donations



# Wikibase Strategy

WB supports Wikidata, is the foundation for our linked knowledge strategy, will serve multiple partner institutions, and will be sustained through large donations

Wikidata

Heritage

GLAMS

Open  
Science

Open  
Libraries

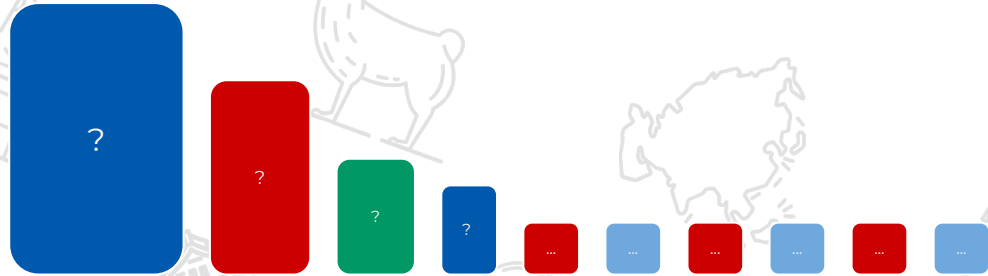
...

Wikibase

# Wikidata Strategy?

Wikipedia?

Is Wikipedia the primary beneficiary of Wikidata? Or is it partner institutions or others? This is the key question that we need to answer.



Wikidata

# Some Options

1. Wikipedia
2. Institutional users
3. Building APIs for others
4. Offering services to others on top of the APIs

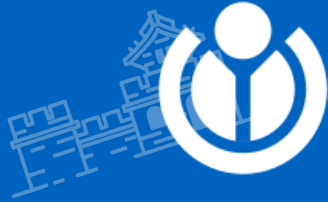
# One potential plan



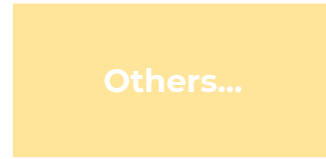
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# Working with institutions as fundamental allies



# These domains support the mission



Linking the sum of all knowledge







**“There’s a library-shaped hole in  
the internet”**

— David Weinberger ([Boston Globe](#))

# The library-shaped hole in the internet

The internet makes research and access to sources more dynamic and universal, but libraries, researchers, and public users struggle with:

## **Lack of discoverability**

Discovery is fragmented throughout the library ecosystem: web-scale solutions are driven by black-box algorithms and closed, access-restricted data and sources.

## **Disconnected knowledge**

Stable identifiers and authority data increase connectedness of scholarship, but existing datasets and approaches miss much of the diversity of global knowledge.

## **Proprietary control**

Scholarship is contained within walled gardens run by for-profit companies and aggregators, whose financial incentives keep the data closed rather than shared.

*Imagine...*  
an open, internet-scale discovery  
infrastructure for libraries and  
scholarship





# Wikimedia is positioned to become the backbone of the trustable web

The internet needs an open, auditable framework for citing and tracking the provenance of information — from first publication to reuse.

Wikipedians have developed practices for finding, vetting, and sharing reliable sources across cultures and languages — we want to turn this into infrastructure for the entire web.

We need to collaborate with libraries, OA advocates, and expert communities who have shaped the bibliographic domain for decades.



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# Toward a web-scale discovery infrastructure

## Ecosystem:

Local data,  
global context

## Data:

The sum of all  
citations

## Access:

Citations as  
gateway

## Impact:

Exploring global  
scholarship



**Imagine a world in which  
scientific knowledge is shared in  
the spirit of Freedom,  
Collaboration, and Openness.**

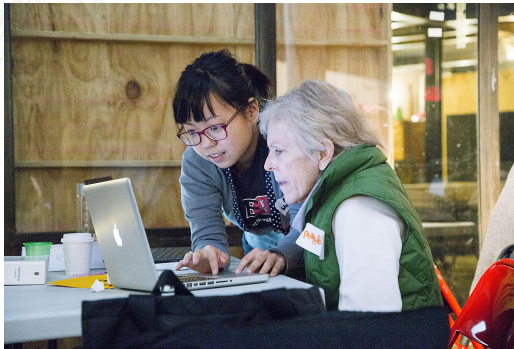


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# Wikipedia is already shaping science and society.

As a living historical artifact, Wikipedia is a reflection of the society that creates it. It is a way for humans to explore inward.

Wikipedia is a lens through which we discover who we are, seek knowledge to make informed decisions, and create our legacy for future generations.



SSRN REGISTER SIGN IN

Search eLibrary

Share: f t i e s

Science Is Shaped by Wikipedia: Evidence From a Randomized Control Trial  
*MIT Sloan Research Paper No. 5238-17*

43 Pages  
Posted: 20 Sep 2017  
Last revised: 19 Feb 2018

[Neil Thompson](#)  
Massachusetts Institute of Technology (MIT) - Sloan School of Management; MIT Computer Science and Artificial Intelligence Lab (CSAIL)

[Douglas Hanley](#)

Thompson, Neil & Hanley, Douglas, Science Is Shaped by Wikipedia: Evidence From a Randomized Control Trial (February 13, 2018). MIT Sloan Research Paper No. 5238-17. <http://dx.doi.org/10.2139/ssrn.3039505>

# Five elements toward this vision

**A federated network of knowledge bases**

**An open repository for scientific data**

**The sum of all citations**

**The portal to the provenance of all scholarly knowledge**

**The sum of open access literature**



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# A movement for open science

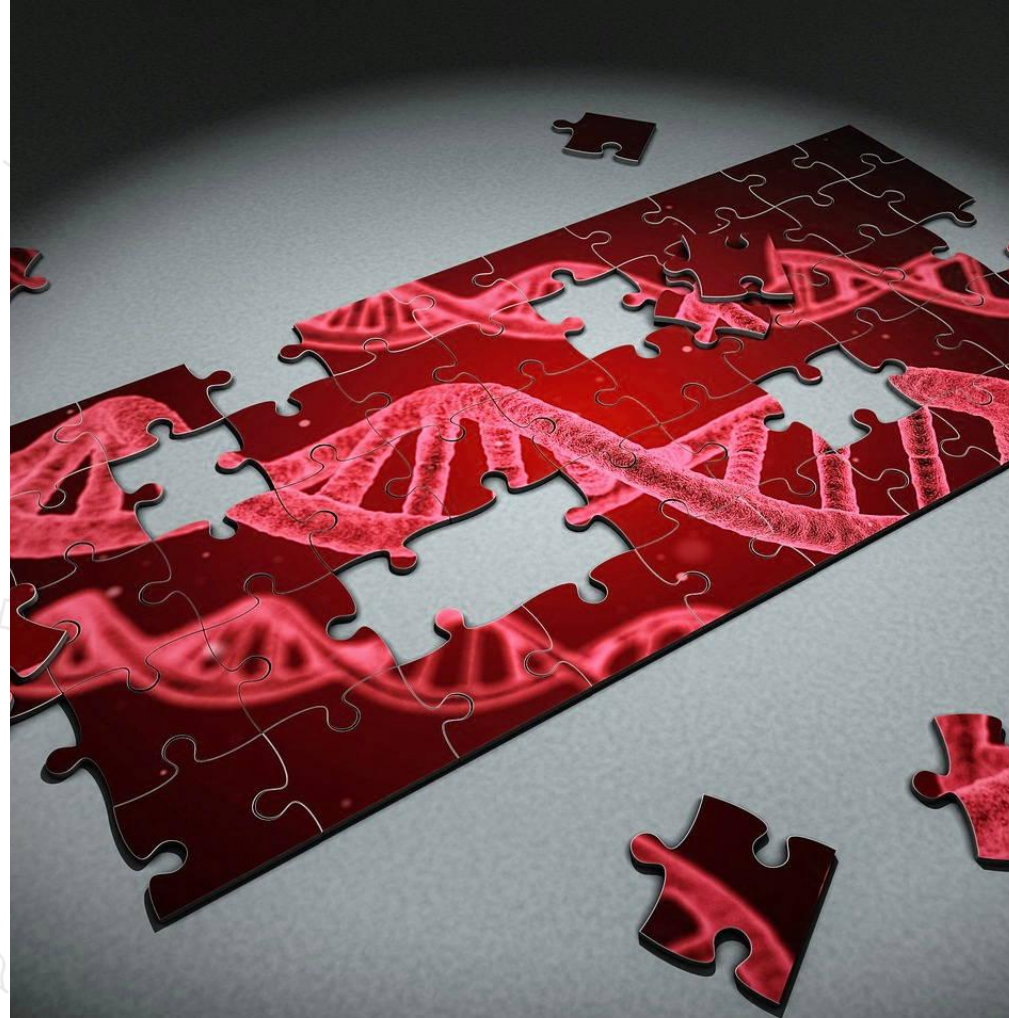
**Transforming scientific research** is a long-term effort that will require larger changes and many partners.

It will require a movement of fellow travelers who work together and each bring their strengths to make this vision a reality.

Wikimedia hopes to contribute to this transformation by making it possible to do scientific research the wiki way.



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# Tying together disconnected heritage

# A fractured landscape

Decades of digitization by memory institutions have created a vast cultural corpus online. But this expert-curated knowledge struggles to reach broader audiences due to:

## **Lack of openness:**

Digital collections are often locked behind restrictive access policies, or held in subscription-based platforms, limiting their reach and reusability.

## **Lack of reach and cohesion:**

Collections tend to live in institutional or vendor silos. Even when aggregated (à la DPLA, Europeana), impact is limited by painful workflows, non-interoperable metadata, and “portal”-centric strategies that struggle to engage with how media is discovered and consumed today.

## **Missing representation:**

Accessible digital collections tend to reflect well-funded, western institutions. This leaves representation gaps across cultures and languages not represented in those collections, preventing collective action to share marginalized knowledge and fill gaps.



**Imagine:  
All the world's libraries, museums,  
and archives connected  
in a single, global platform**





# Wikimedia is positioned to be the loom that weaves heritage collections into the web.

Wikimedia has been facilitating open practices with GLAMs in a global context for close to a decade.

There is an accelerating shift to open access in the cultural heritage space, positioning digital collections for impact.

Wikidata + Commons offer a practical, global-scale linked data/media infrastructure to connect heritage content worldwide.



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# Toward a linked heritage ecosystem

## Content:

A global platform for digital heritage

## Data:

A universal framework for describing and linking collections

## Ecosystem:

A federated network of practice

## Impact:

Exploring shared cultural memory

**All viable options  
must have a path to  
sustainability**



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# Next Steps

1. Work with WMDE on resourcing strategic development (April 2018)
  - a. Product Management
  - b. Wikibase as a separate product
  - c. Sustainability models
2. Continue to integrate Wikidata with Product and Technology roadmaps (ongoing)
  - a. Platform Evolution
  - b. Integration with Wikipedias and other projects
3. Work with potential partners on funding opportunities (ongoing)

# Editor retention

# Introduction

# Contributors | the Status Quo wasn't working

- Editor counts were flat, new editor retention was low
- English Wikipedia community had hostile relationship with the Foundation
- Lack of response to fundamental changes in internet platforms
- Product verticals weren't working together

# Contributors | Where to Focus

## strategy

Readiness to implement  
Movement Strategy in 2018

- Set clear goals and timelines
- Plan across Audiences, not silos

## community

Re-engage community  
members and customers

- Talk more openly with contributors about plans and goals
- Reboot needlessly controversial projects
- Engage with many communities, not just English

## skills upgrade

Improve competencies

- Product management
- Mobile development
- General management
- Design

## responsibilities

Clarify lines of responsibility

- Fix bespoke organization structures



# Contributors | Current Status

strategy

community

skills upgrade

responsibilities

Strategy set by unified Team  
(for the first time) →

Focus on new contributors and content, reach and data

Reconfiguration and refocus of  
entire Audiences teams

**Web, iOS, Android Editing**

→ Mobile platforms, SEO

**New Readers**

→ New form factors

**Content Translation**

→ New content

**Editing**

→ Mobile platforms, performance, backward compatibility

**Collaboration**

→ Editor onboarding (strategic reset) and temporary refocus on Maps

# Contributors | Current Status

strategy

Strategy set by Team  
(for the first time)

Reconfiguration and refocus of  
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**Web, iOS, Android Editing**

**Content Translation**

**Editing**

**Collaboration**

community

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skills upgrade

responsibilities

# Community Engagement Principles

- Product managers will engage directly and sincerely with users, especially at difficult moments
- Build credibility by being honest, keeping promises, and releasing products the community needs
- Learn from “rollout strategy” mistakes, and engage actively with contributors from the concept/wireframe stage
- Engage with all communities, not just English Wikipedia



# Contributors | Current Status

## strategy

Strategy set by Team  
(for the first time)

Reconfiguration and refocus of  
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**Web, iOS, Android Editing**

**Content Translation**

**Editing**

**Collaboration**

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## skills upgrade

Management transitions

- Wes Moran
- Trevor Pascal (formerly Head of Contributors)
- Lindsey Anne Frankenfield (Dir. Eng)

Promoted & new staff

- Toby Negrin, interim VP => CPO Nov 2017
- Danny Horn, Dir. of Product
- Ryan Kaldari, Contrib. Eng.
- Margeigh Novotny, Sr. Dir. Product Design Strategy

Reassigned

- James Forrester

## responsibilities

# Contributors | Current Status

## strategy

Strategy set by Team  
(for the first time)

Reconfiguration and refocus of  
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Reassigned

- James Forrester

## responsibilities

Standardized org structure  
into matrixed feature teams

Staffed unfilled design  
functions

Created **Language Team** :  
focus is lang infrastructure,  
translation and new content

Added technical program  
management function

Consolidated **Analysts** into  
new team with management  
support

# Contributors | Status Summary

## strategy

Strategy set by Team  
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**Research**

# The New Editors Study | 2018-19 AP goals

- The Product team has made a commitment to using qualitative and quantitative research to prioritize product programs and community interventions
- The **New Editors** and **New Readers** research have been central to the programs proposed in the Audiences 2018-19 Annual Plan



## New Editor Research | Czech and Korean Wikis

Our goal? To learn more about the experiences of editors that are just learning how to contribute

- What are their motivations and behaviors?
- How do the project's technology and community shape their impressions and experience as new contributors?

# What drives contribution?

- People want to make contributions that are useful to others, and be recognized for providing this benefit.
- People prioritize contribution activities which best serve their needs, and will quickly drop those that do not.
- People become heavily invested in online contribution when they receive something to advance their offline work, professional or personal, and/or identities.



[Finding 1](#) [More detailed personas](#)

<https://www.brit.co/artandfeminism-wikipedia-edit-a-thon/>



# Findings

New editors' greatest challenges are not technological, but conceptual. **They struggle to learn Wikipedia's policies and how to shape content "the Wikipedia way"**.

**The complexity and separation of how Wikipedia is made, and the community behind it,** make it difficult to convert readers to editors and new editors into experienced editors.

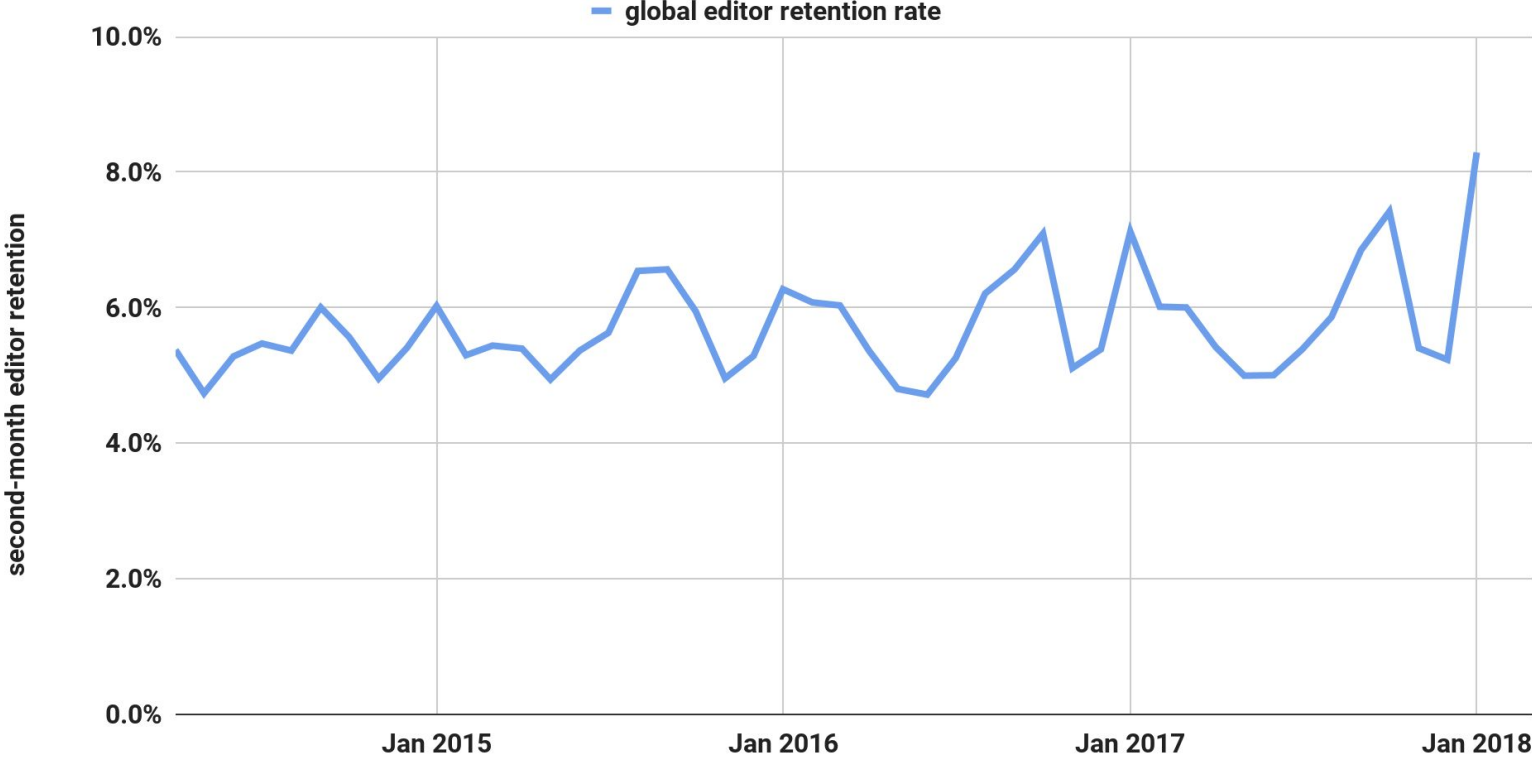
**Editing processes, and the mechanisms that support them, are not intuitive or discoverable,** making it difficult for new editors to learn and progress.

Many editors are less inclined to edit smaller Wikipedias because **the content gap that needs to be filled is too large.** This cycle prevents medium-sized wiki from reaching a critical mass value.

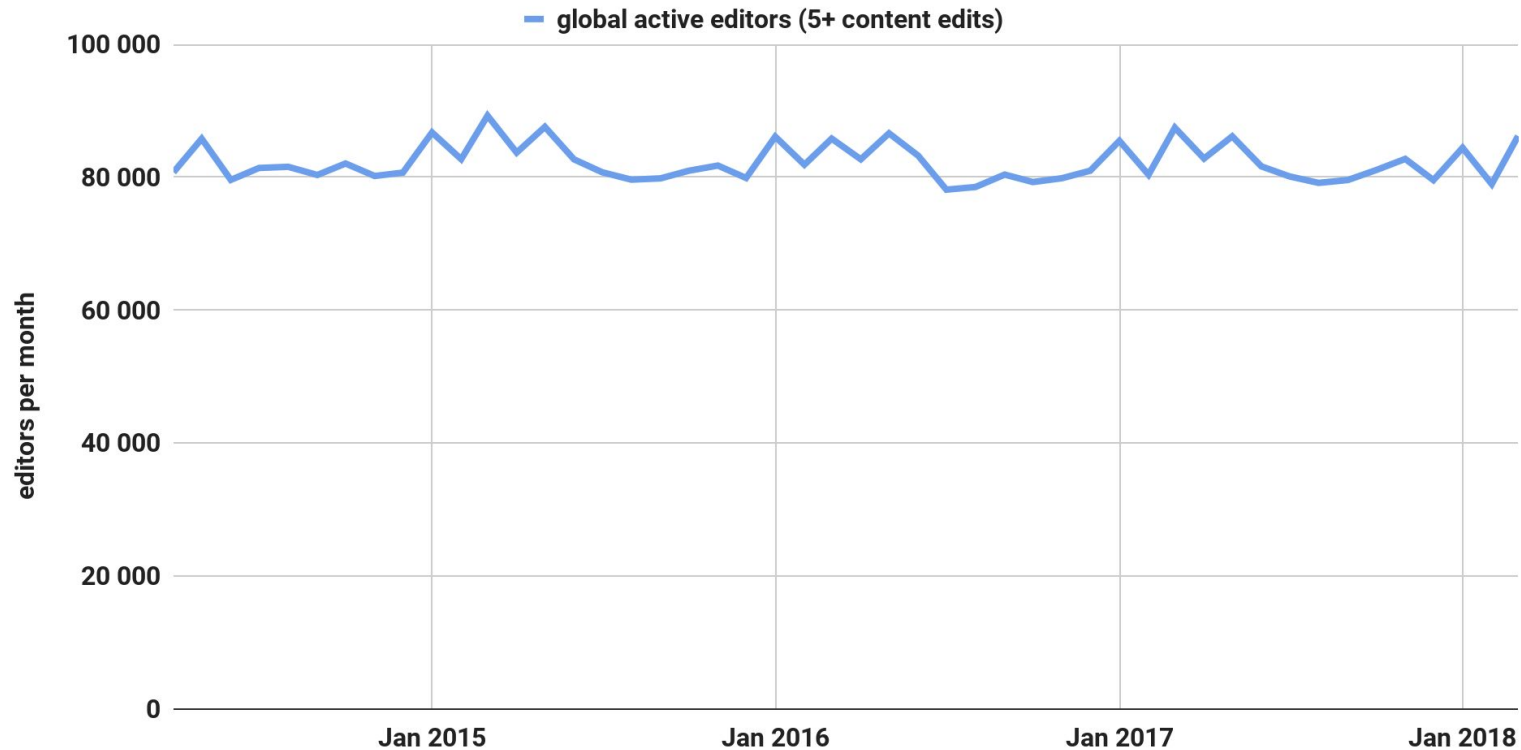
# Key indicators | 2018-19 AP goals

- The Product team has made a commitment to using qualitative and quantitative research to prioritize product programs and community interventions
- Our **contributors metrics (editor retention)** have been flat for several years. We are committed to growth in these areas

# Retention Rate

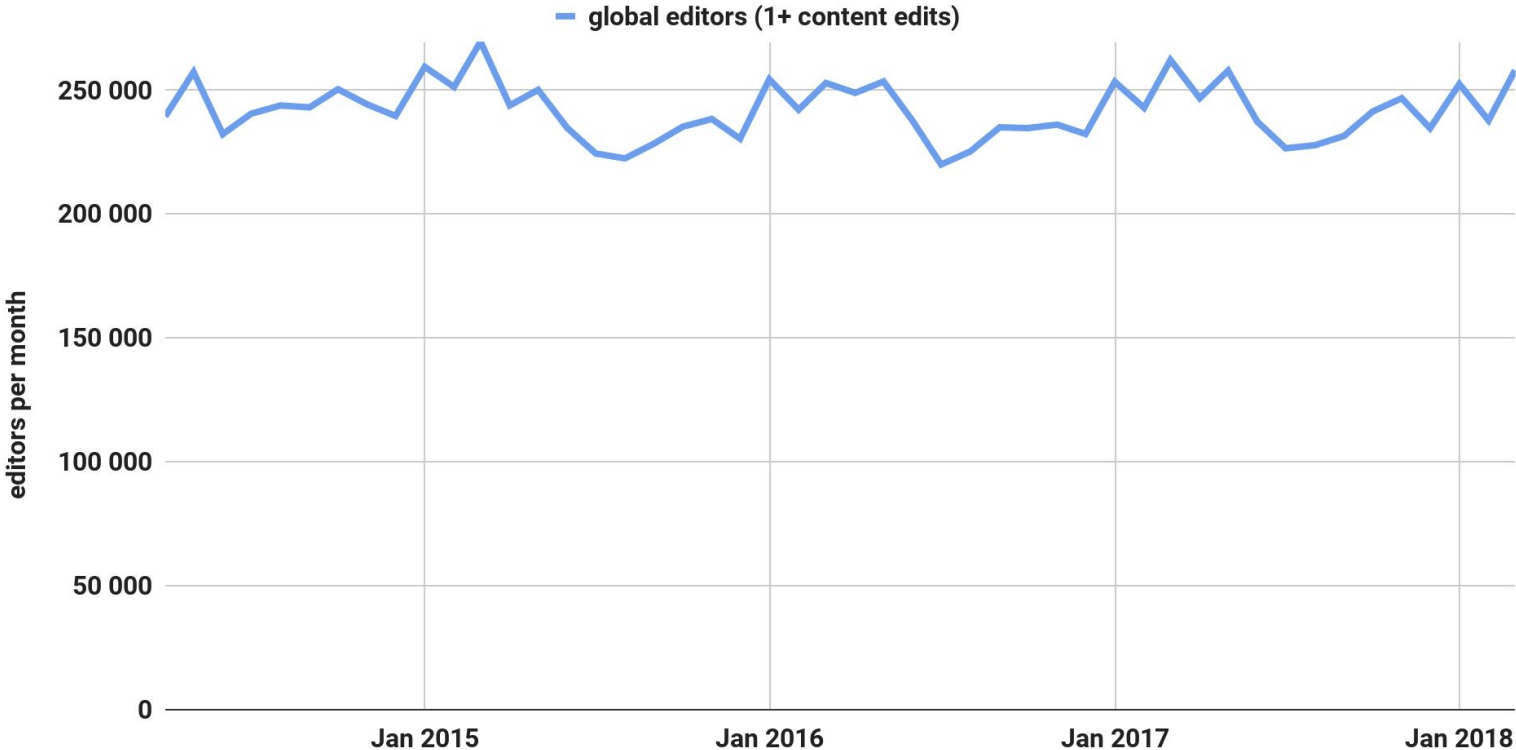


# Active Editors per Month

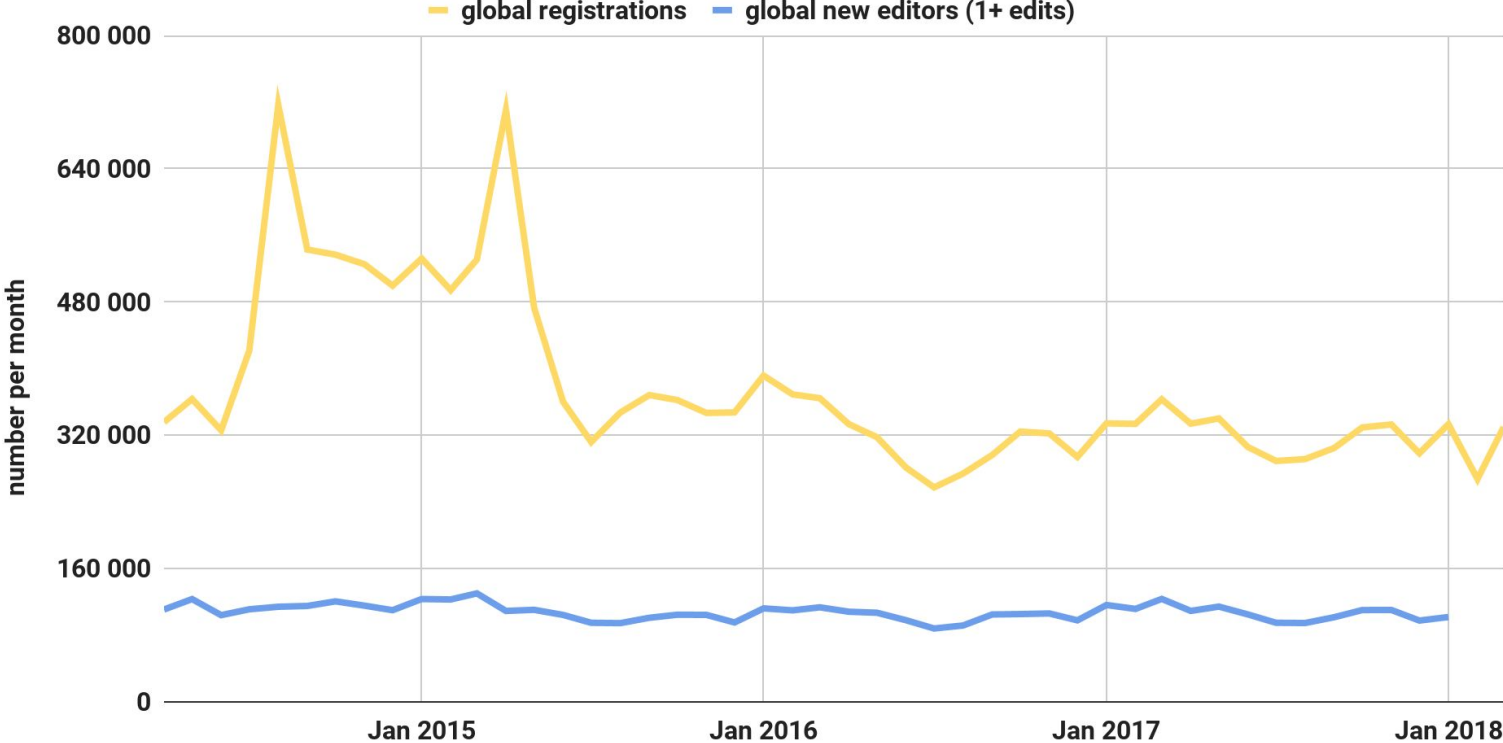




# Editors per Month



# Registrations and New Editors per Month





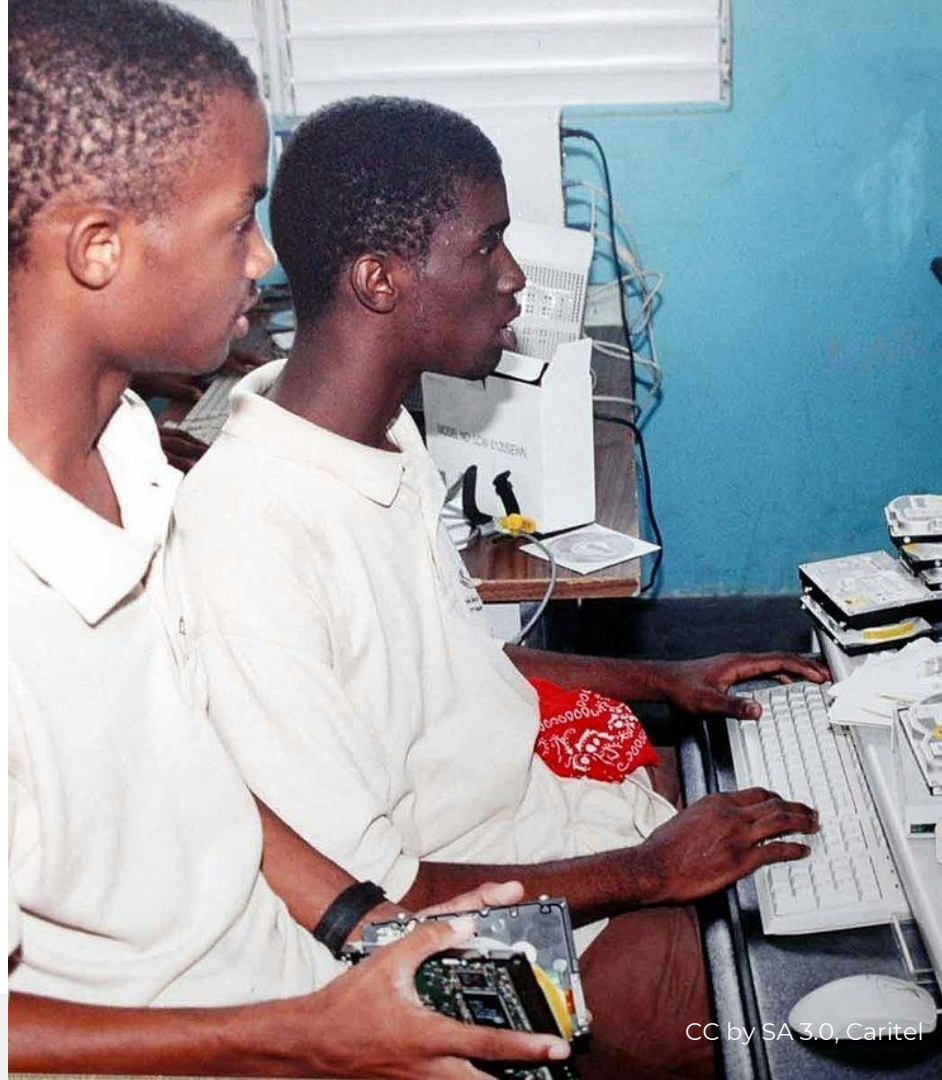
# **Programs | 2018-19 Annual Plan**

# Connecting research with action | 2018-19 AP goals

Source	Finding	Intervention
New Editors Research	New editors hey struggle to learn Wikipedia's policies and how to shape content "the Wikipedia way".	Human to human help
		Articles for Creation
	The complexity and separation of how Wikipedia is made...	Fix talk pages
	The content gap that needs to be filled is too large	Content Translation v2
Quantitative Research (internal metrics + industry data)	The internet is increasingly a mobile experience	Responsive Vector
		WYSIWYG Editing

## Human to Human help

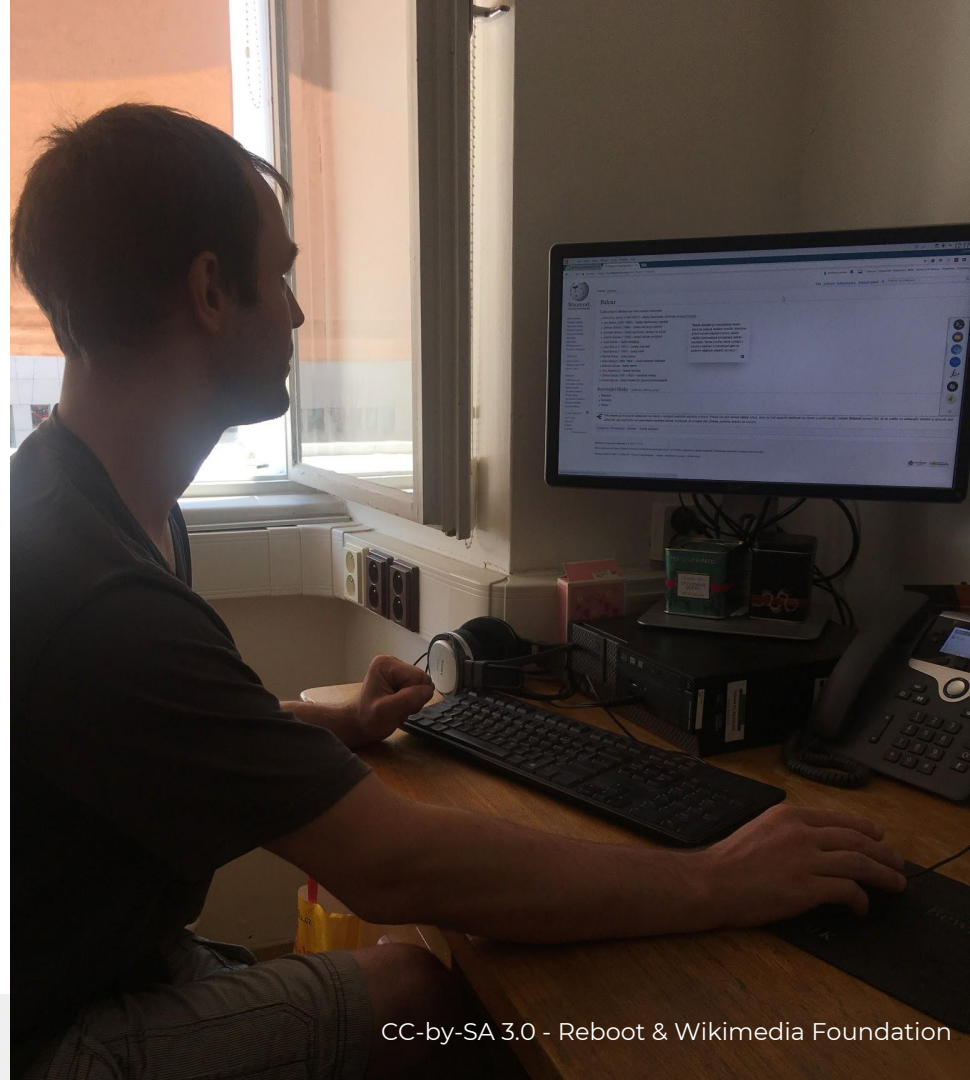
- Existing successful projects:  
*The Teahouse* on English WP and *Forum des Nouveaux* on French WP.
- This year, work with Czech and Korean WP to set up similar projects
- Goal: build model for successful human-to-human support for all languages



NEW CONTENT / Editor Onboarding /

# Articles for Creation

- ACTRIAL research showed no negative impact on user retention
- Backlog shifting from New Page Patrol to Articles for Creation
- Building a tool with AfC to help reviewers focus on promising new pages and editors
- Goal: help new editors to publish good-quality content



## “Fix talk pages”

- The **Flow** discussion system will not be accepted on the biggest wikis
- This year: Large-scale reboot consultation with all wikis
- Come to consensus about problems that need to be solved
- Goal: Kick off a public design and development process to fix talk pages





NEW CONTENT / Local language Content /

## Content Translation v2

**Contributors using the Content Translation tool have translated more than 300,000 articles in the last three years.**

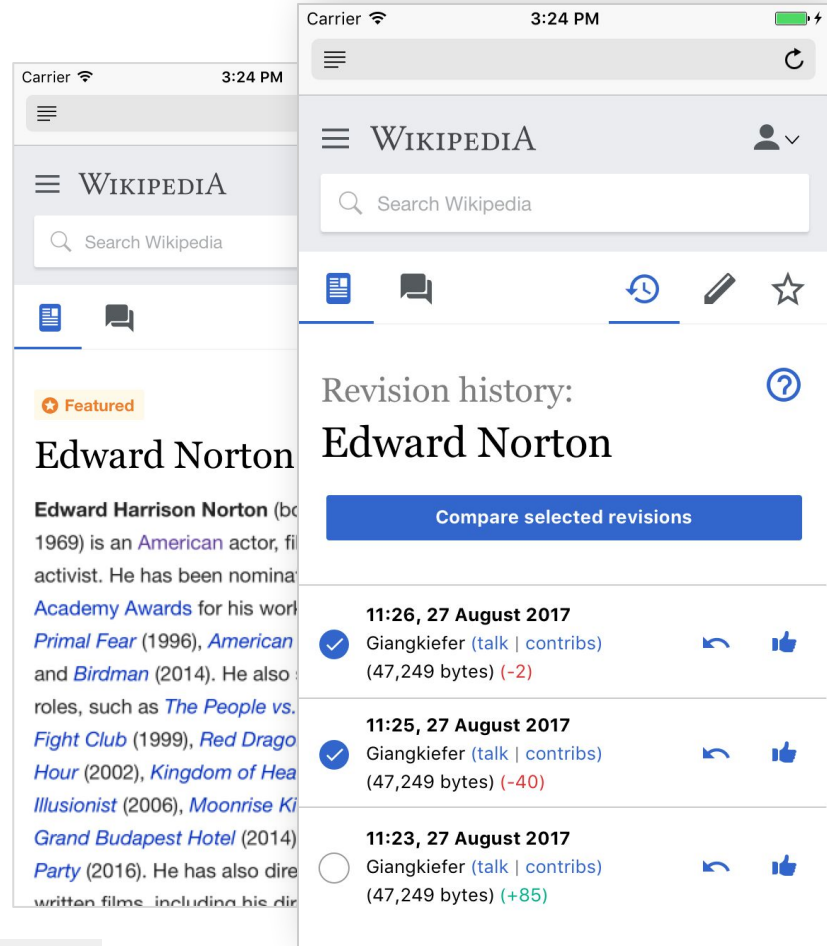
Currently working on Content Translation v2:

- New version uses VisualEditor
- Helps users translate templates
- Users can copy & paste rich content
- More guidance to newcomers

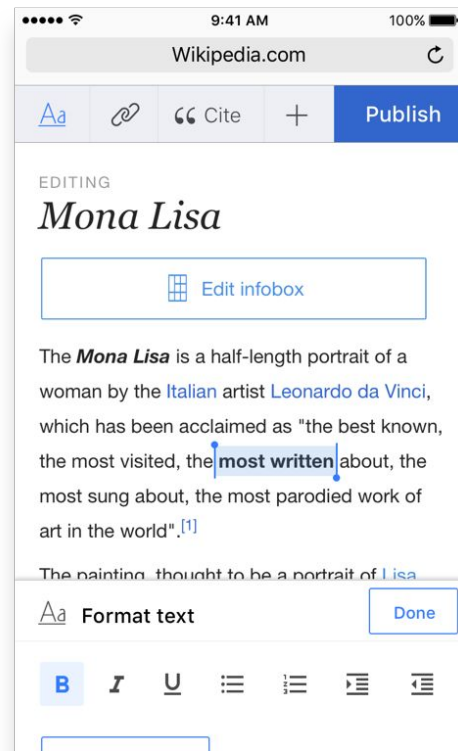
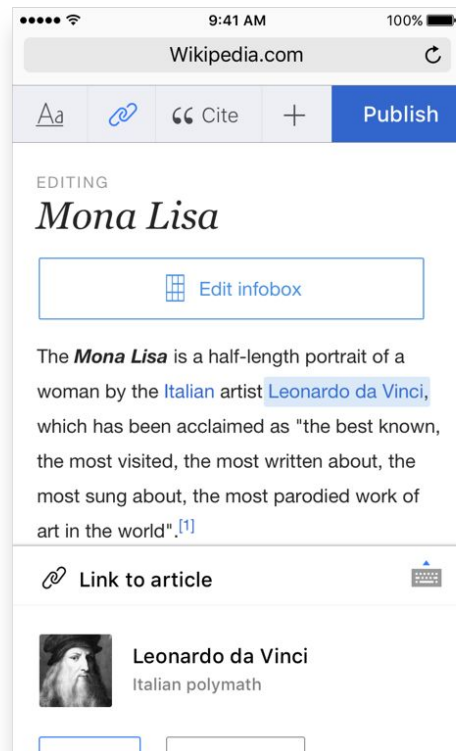
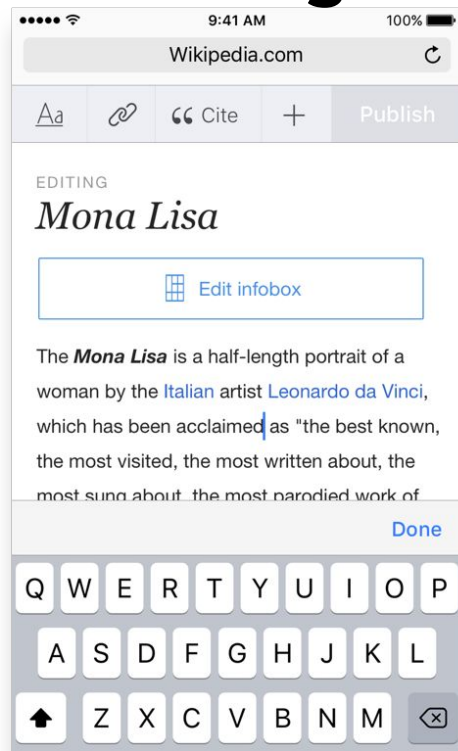


# Responsive Vector

- Establish baseline level of mobile support
- “Get in the game”
- Lets experienced editors start to work on mobile devices
- WYSIWYG editing is the next step



# NEW CONTENT / Mobile Editing / WYSIWYG Editing





# Community health



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# Tool development

# Tools available now

- Better control for users
  - Mute features, better notifications and email control
- Better tools for admins
  - Making case evaluation easier with the Interaction Timeline
- Improving automatic detection
  - Filtering abuse in better ways through Abuse Filter and AntiSpooof. Performance of these filters has improved by approximately  $\frac{2}{3}$  since this work has been implemented.

# Tools in the pipeline

- Improving blocking tools
- Better ways to report harassment
- Dashboard system for wiki administrators to help them manage current investigations and disciplinary actions.



NACA, public domain



# Policy enforcement and growth



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MONUSCO Photos, CC BY-SA 2.0

# Current work

- Evaluating processes:
  - Survey and analysis of Administrators' noticeboard
- Supporting policy growth
  - Assisting new Technical Spaces Code of Conduct Committee
  - Working with AffCom on mediation support



# Future plans

- Making a Community Health Metrics Kit to allow both staff and community better insights into quality of processes and policy
- Working with Wikidata on policy growth



# Research

- **Moderation and dispute resolution**
  - Collaborating with Harvard on analyzing dispute resolution processes and policies with a goal of improving our reporting systems and policies
- **Sockpuppet detection**
  - Working with the anti-harassment team to improve automated sock puppet detection models
  - Planning a test in Q4 once model calibration is completed



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Antoine Letarte, CC BY 3.0



A top-down view of several hands of various skin tones cupped together, holding a large pile of white rice grains. The hands are arranged in a circle, with the rice in the center. The background is dark and out of focus.

# Direct support



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Tatiana Gorilovskaya, CC BY-SA 3.0

# Legal support

- Supporting one large-scale criminal case protecting staff and community members
- Ongoing investigations into long-term harassers, possible legal action
- Advised on global bans of harassing users

# Trust & Safety support

- Behavioral investigations:
  - Improved key ca@ KPI by 13.2 percentage points
  - 10 Foundation Global Bans in the last year
  - Implemented withdrawal of checkuser rights from Chinese Wikipedia
  - Issued conduct warnings
- Voices under Threat:
  - Creating a support network and collating resources



KEEPING  
EVENTS  
SAFE

EVENTS

EVENTS

KEEPING  
EVENTS

# Event safety



Joe Sutherland / Wikimedia Foundation, CC BY-SA 4.0

# Event safety

- New “Keeping Events Safe” booklet for events organizers, debuting in Berlin
- Scripts and suggestions for dealing with reports
- Reference grid of problems and solutions
- Helps organizers self-evaluate



# Emerging communities



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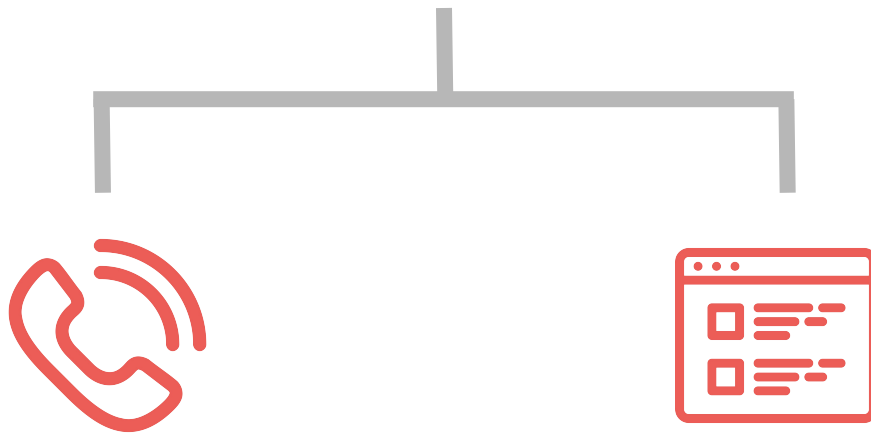




**Sum of all  
knowledge?**



# “Have you heard of Wikipedia?”





1 in 3 Indians

A man in a checkered shirt is sitting at a desk in a computer lab, looking thoughtful with his hand to his chin. He is looking at a laptop. In the background, there are other people working at computers and a large map of Africa on the wall. The text "1 in 4 Nigerians" is overlaid on the image.

**1 in 4 Nigerians**





1 in 5 Iraqis

**That's nearly a billion  
people in 3 countries**



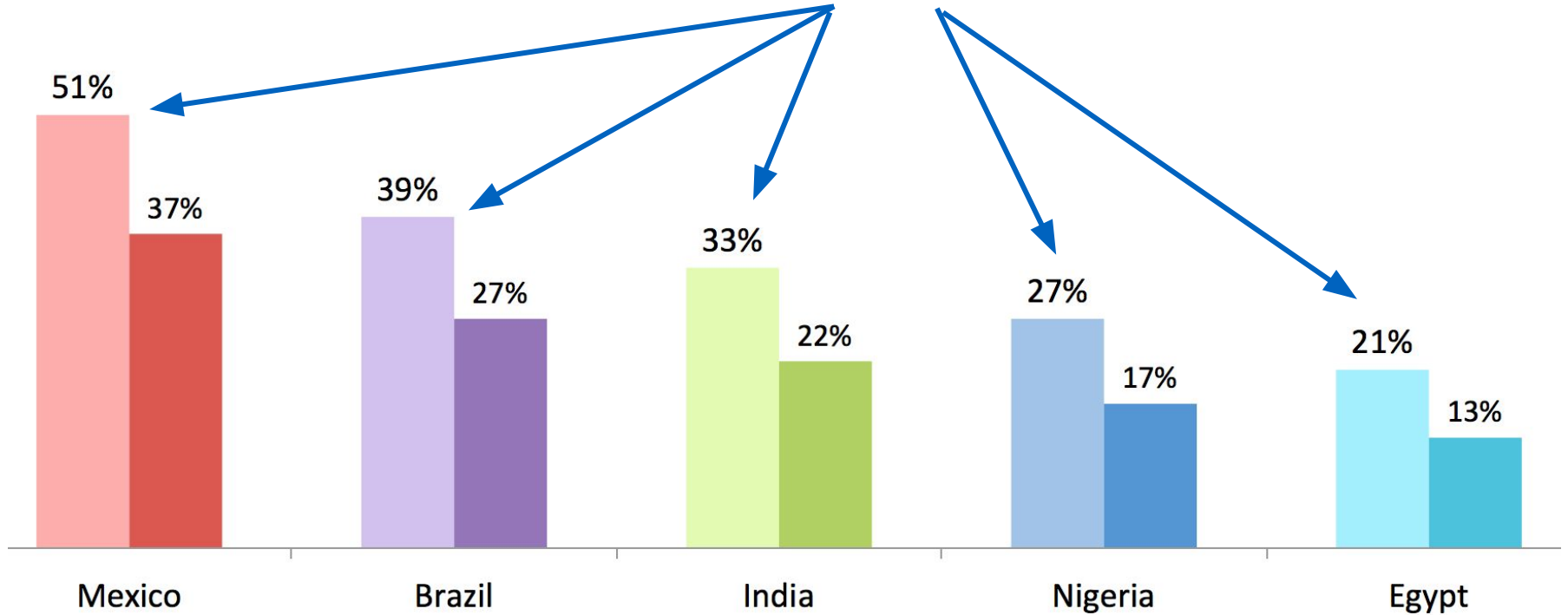
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**What is awareness?  
Why does it matter?**

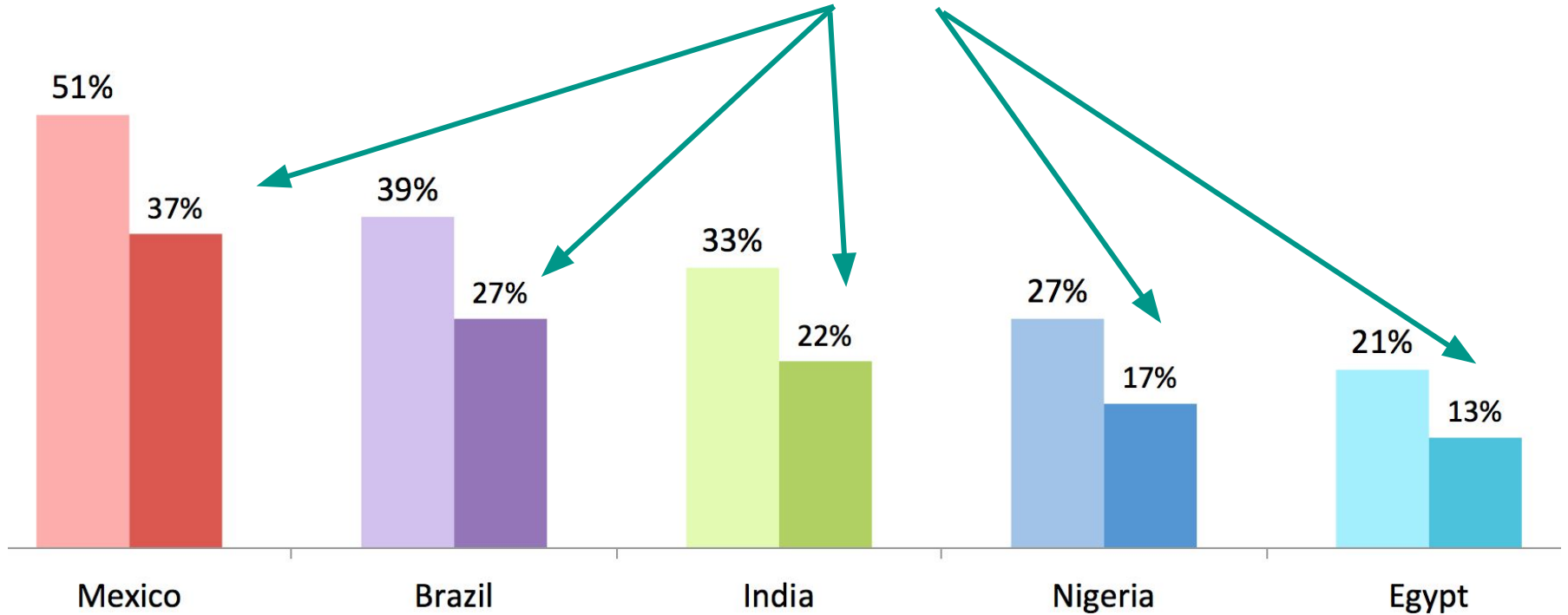
**Low awareness of  
Wikipedia is correlated  
to low usage**

# Low awareness





# Low usage





# IRAQ



**The Iraq ad has more  
than 5.1 million views**

**~ 18% of Iraqis**



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# Selection of video comments

 **امين عزيز**  
Translated from Arabic  
Well done and God bless you.  
See Original  
Like · Reply · May 30 at 8:05am

 **Hameed Al Harere**  
Translated from Arabic  
Well done and good luck.  
See Original  
Like · Reply · June 27 at 7:32am

 **هدوء البحر**  
Translated from Arabic  
Well done  
See Original  
Like · Reply · June 29 at 6:49am

 **ابو ايمن**  
السلام عليكم .. نشكركم اسياسيل انتم شركة رائدة وسياقة في كل ما هو ممتع ومفيد ...  
سؤال : كيف اشارك في خدمة الويكيديا ؟ تحياتي  
Peace be upon you.. Thank you aşyaşyl you are a leading company and a bouquet in all what is fun and useful...  
Question: how do I subscribe to Wikipedia? Greetings  
Automatically Translated  
June 18 at 8:50am June 28 at 11:05pm

 **نور اليقين**  


 **الأم، الصابره**  
Translated from Arabic  
The Library is our culture.  
See Original  
Like · Reply · June 18 at 5:37pm



**Iraq**



**Have heard of Wikipedia**



Results based on preliminary phone surveys



## Iraq results

**32% increase in awareness**



**Iraq results**

**132% increase in pageviews**



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**The Nigeria ads have  
more than 17 million  
views**

**~ 9% of Nigerians**



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FOUNDATION**

# Selection of press reactions

## HAVE YOU SEEN EMMANUELLA'S COMEDY SKIT ABOUT WIKIPEDIA?

STAFF WRITER — SEPTEMBER 27, 2017

Online Special

### Pete Edochie, Emmauella star in Wikipedia campaign (VIDEOS INCLUDED)

By Bamas Victoria @bamaavictoria | Publish Date: Sep 22 2017 4:56PM

facebook

twitter

Google+  
(0 Likes)

LinkedIn

## Pete Edochie Is As Charming As Ever In This Adorable Wikipedia Ad

by Daniel Orubo | 7 months ago

Nollywood veteran, **Pete Edochie**, has built constantly playing the wisest man in the room. His memorable proverbs have transcended his bonafide pop culture icon.

That's exactly what makes **Wikipedia's** adorable stroke of genius. The three-minute skit poses more than the irrefutably wise Pete Edochie

And YouTubers, **Emmanuella and Mark Angel** who show school students the need for Wikipedia.



PHOTO: MARK ANGEL COMEDY



Pete Edochie

ria, Wikipedia has starred Veteran, Kid comedian Emmanuella in two

The promotional videos are titled "things come together" and "Emmanuella goes to school".



September 26, 2017

Communities

By Fisayo Okare

## EMMANUELLA AND PETE EDOCHIE ARE HELPING WIKIPEDIA PROMOTE READING IN NIGERIA

Social media shares have been circulating two comedy skits that feature Young Comedian, Emmanuella and Veteran Actor, Pete Edochie to raise awareness of reading through Wikipedia in Nigeria. It's ironic that in Emmanuella's video she is the little girl teaching and in the video featuring Pete



**Nigeria**

**27%**



**42%**

**Have heard of Wikipedia**



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Results based on preliminary phone surveys



## Nigeria results

**50% increase in awareness**



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FOUNDATION

Over complete period of awareness efforts



## Nigeria results

**15% of internet users learned about  
Wikipedia for first time from videos**

# What's next for awareness?

- Reach new markets
  - Mexico
  - Brazil
  - Egypt
- Refine measurement definitions and techniques
- Explore what it means to reach every human

# Project Tiger/ GLOW







# **A pilot with Google to grow content in Indic languages**

# Elements of Project Tiger

A editing contest funded by Google focused on 10 Indic languages

Google provided Chromebooks and vouchers for Internet access to 50 volunteers

Goal: Create 2000 articles from a list of the most requested missing content in these languages

Contest runs from March 1 to May 31



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# Preliminary Results: On track

Over 1000 articles  
created at the halfway  
point

Google is pleased with  
the preliminary results  
and wants to expand  
the program beyond  
India

## What does this represent in Punjabi?

In the month of March 2018, **979** pages were added to Punjabi Wikipedia. **281** of those articles were created as a part of Project Tiger.

Punjabi had **48** active editors in March, **15** of whom were Project Tiger participants.

## What does it represent in Tamil?

In the month of March 2018, **2161** pages were added to Tamil Wikipedia. **261** of those articles were created as a part of Project Tiger.

Tamil had **140** active editors in March, **21** of whom were Project Tiger participants.



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# Endowment



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# Existing structure

# Future funding



# Board business



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# Role, future, challenges



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# Recruiting



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# Approvals

# Executive session



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