

**Executive Director report
Wikimedia Foundation
Board of Trustees meeting
19 September 2016**



WIKIMEDIA
FOUNDATION

Agenda

Operational update – 20 min

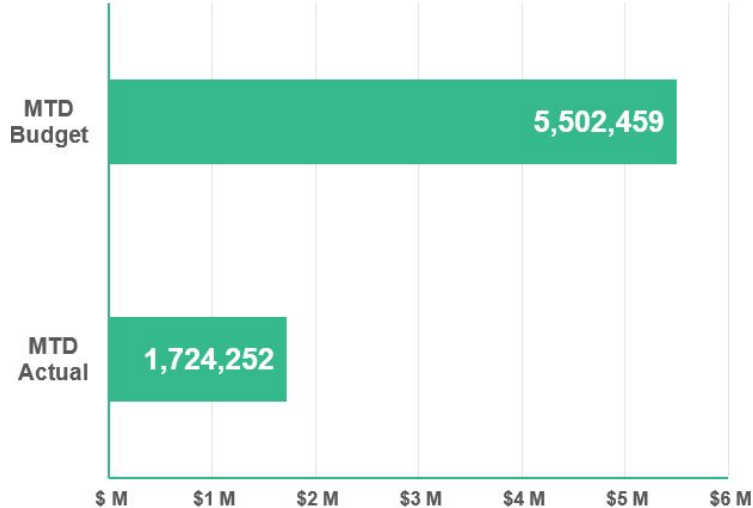
- Financials & metrics
- Highlights
- Executive hiring
- Community culture
- Strategy

Financials & metrics

**Year end
FY15-16**

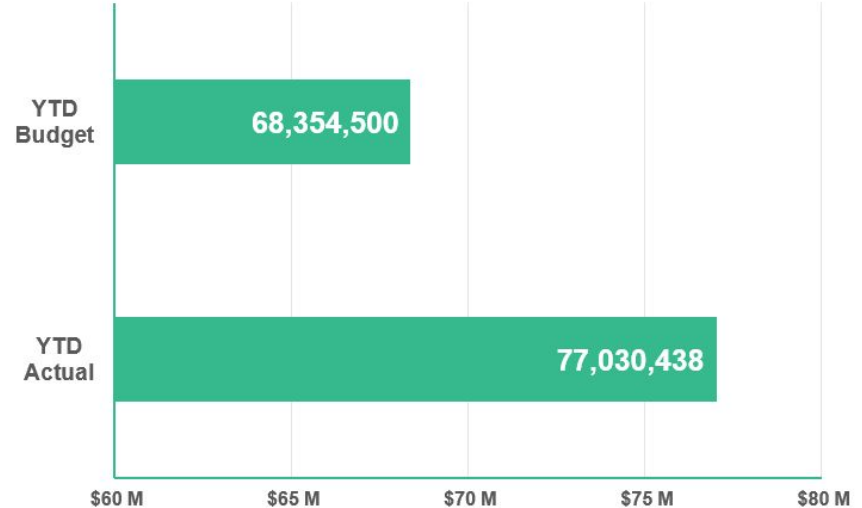
Revenue (June FY15-16)

Revenue
(MTD Budget vs. MTD Actual)



Variance: (\$3,778,207)

Revenue
(YTD Budget vs. YTD Actual)



Variance: \$8,675,938

YTD as of 6/30/16

Donations

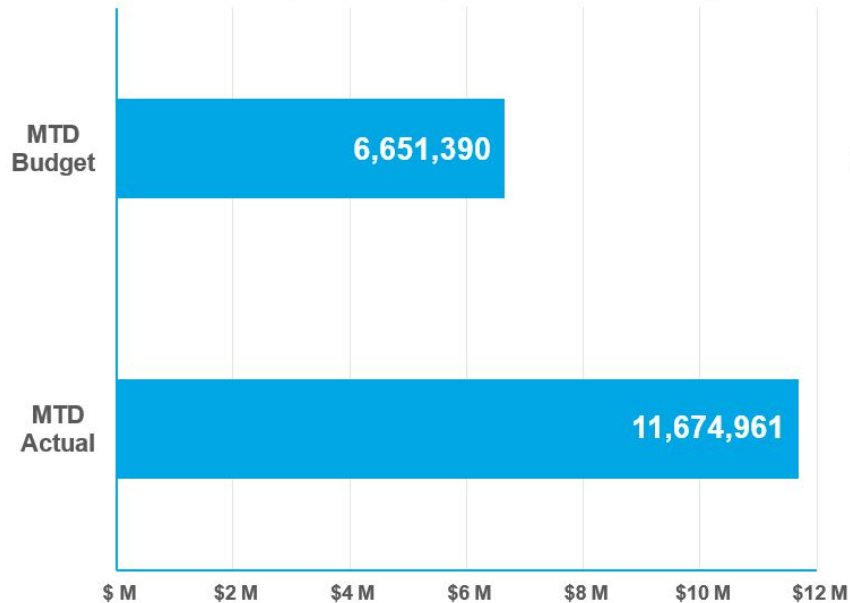
76,513,421 USD

Dividend and interest

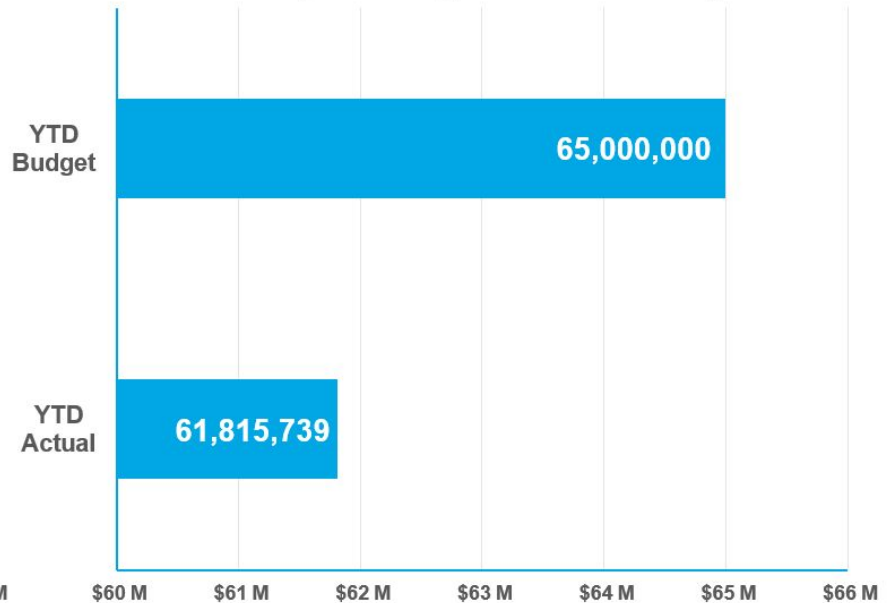
517,017 USD

Expense (June FY15-16)

Expense
(MTD Budget vs. MTD Actual)



Expense
(YTD Budget vs. YTD Actual)



YTD as of 6/30/16

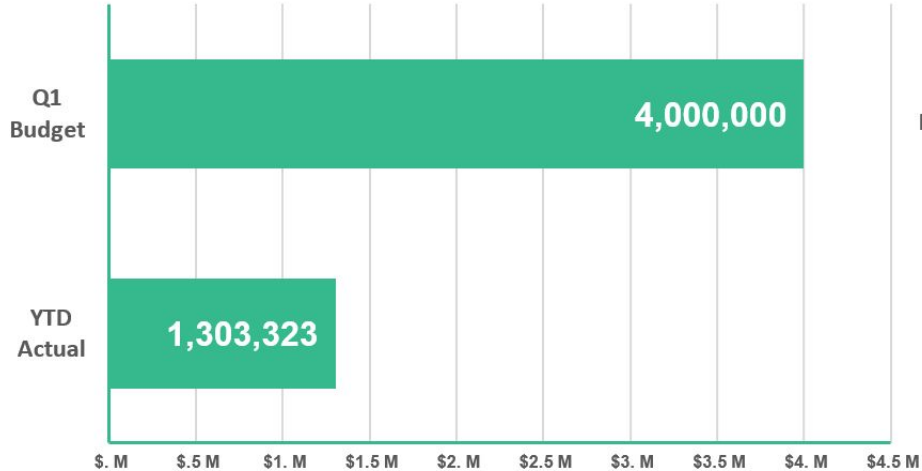
Main budget variance

3,184,261 USD (YTD)

**July & YTD
FY16-17**

Revenue to-date (July FY16-17)

Revenue
(Quarterly Budget vs. YTD Actual)



Revenue
(YTD Budget vs. YTD Actual)



Variance: \$303,323

YTD as of 7/31/16

Donations

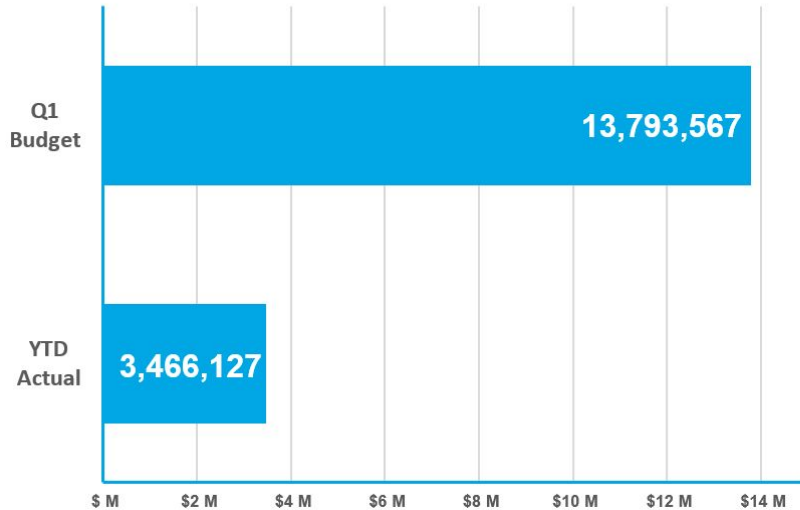
1,218,806 USD

Dividend and interest

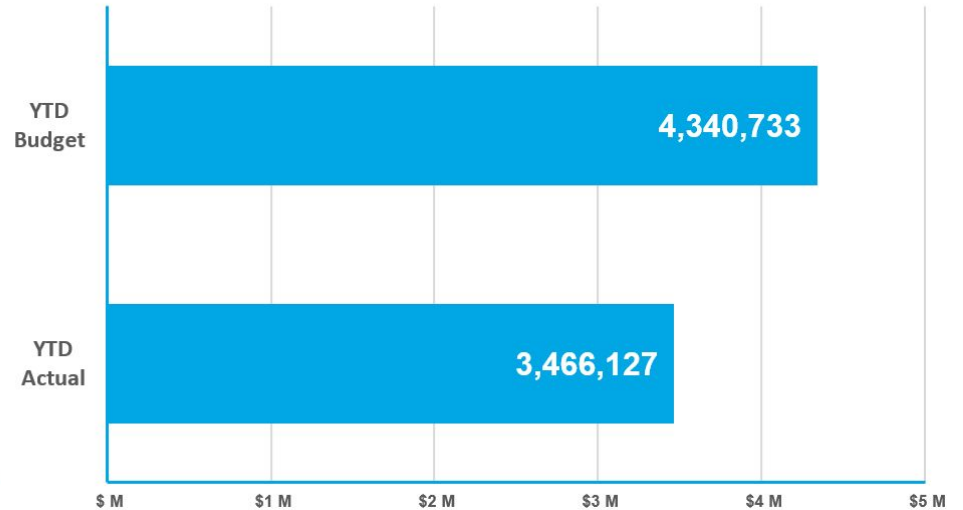
84,517 USD

Expense to-date (July FY16-17)

Expense
(Quarterly Budget vs. YTD Actual)



Expense
(YTD Budget vs. YTD Actual)



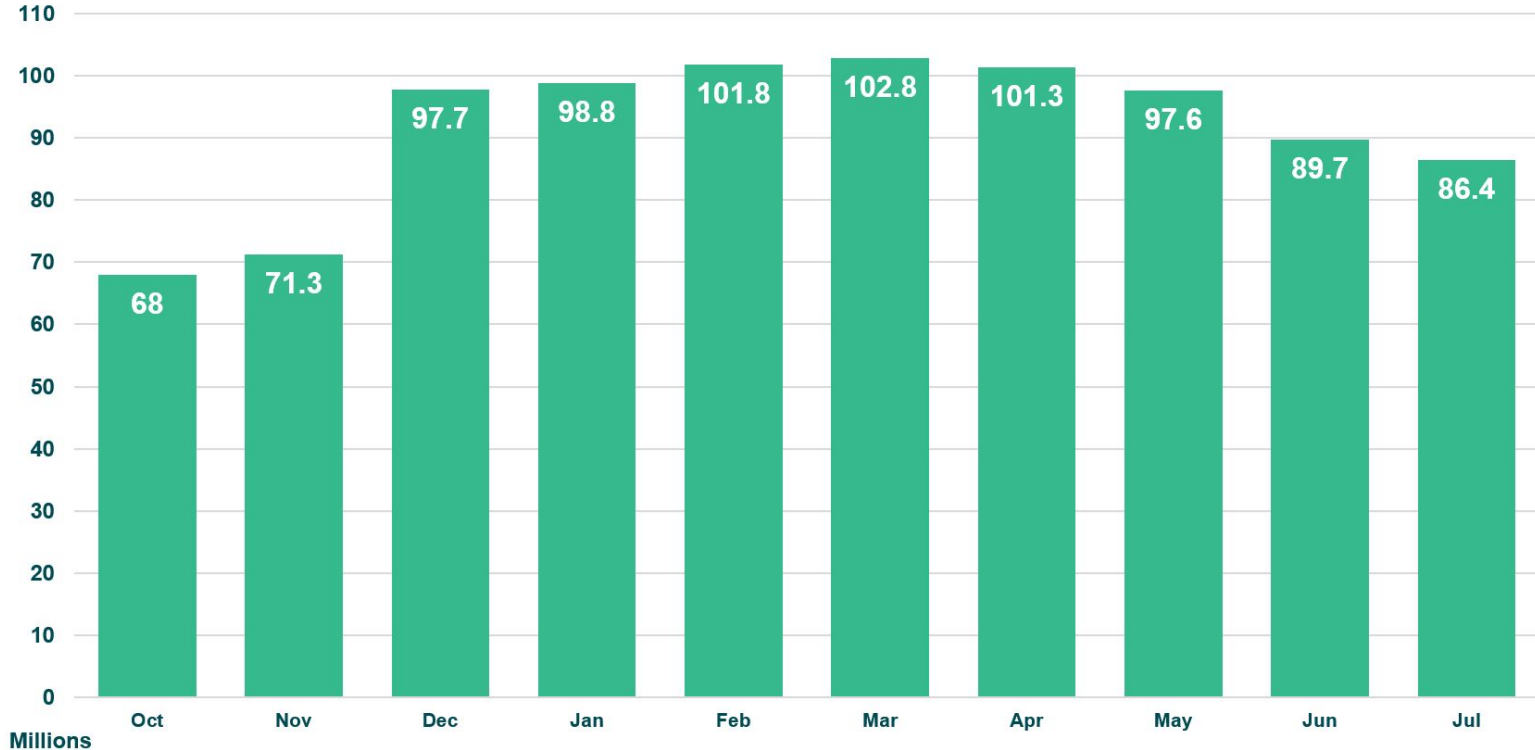
YTD as of 7/31/16

Main budget variance

874,606 USD (YTD)

Financial trends (July FY16-17)

Cash & Investment Balance



Millions

YTD as of 7/31/16

Key product metrics: July FY16-17

Discovery

Tools and user flows that includes search, portal and interactive elements

		MoM	YoY
User Engagement ^{[1][2]}	38%	5.56%	n/a
Zero Rate ^(with bots) [2]	23%	0%	-25.81%
API Usage	121.03 M	-4.58%	7.5%
User Load Time ^[3]	548 MS	31.73%	32.37%

[1] Debut in mid September of 2015

[3] MoM and YoY results are not comparable as we switched to a different EL schema & implementation for Desktop which affected how our load time is calculated and caused a large increase. This is still a very small increase in reality.

Source [Discovery Dashboards / Search Metrics / Monthly](#)

Reading

		MoM	YoY
Pageviews ^[1]	14.3 B	-6.0%	-2.7%
Desktop	7.4 B	-9.3%	-12.5%
Mobile Web	6.7 B	-2.9%	+11.0%
Unique Devices (enwiki)	559 M	-2.6%	n/a

[1] A seasonal drop from May to June is normal. The Desktop and overall pageview numbers include an estimated correction for an anomaly that artificially increased browser requests to some Wikipedia's main pages for some users (when not leaving these views out, the YoY change is +1.1%).

Editing

Collaborative, inclusive tools and user flows for creating and editing

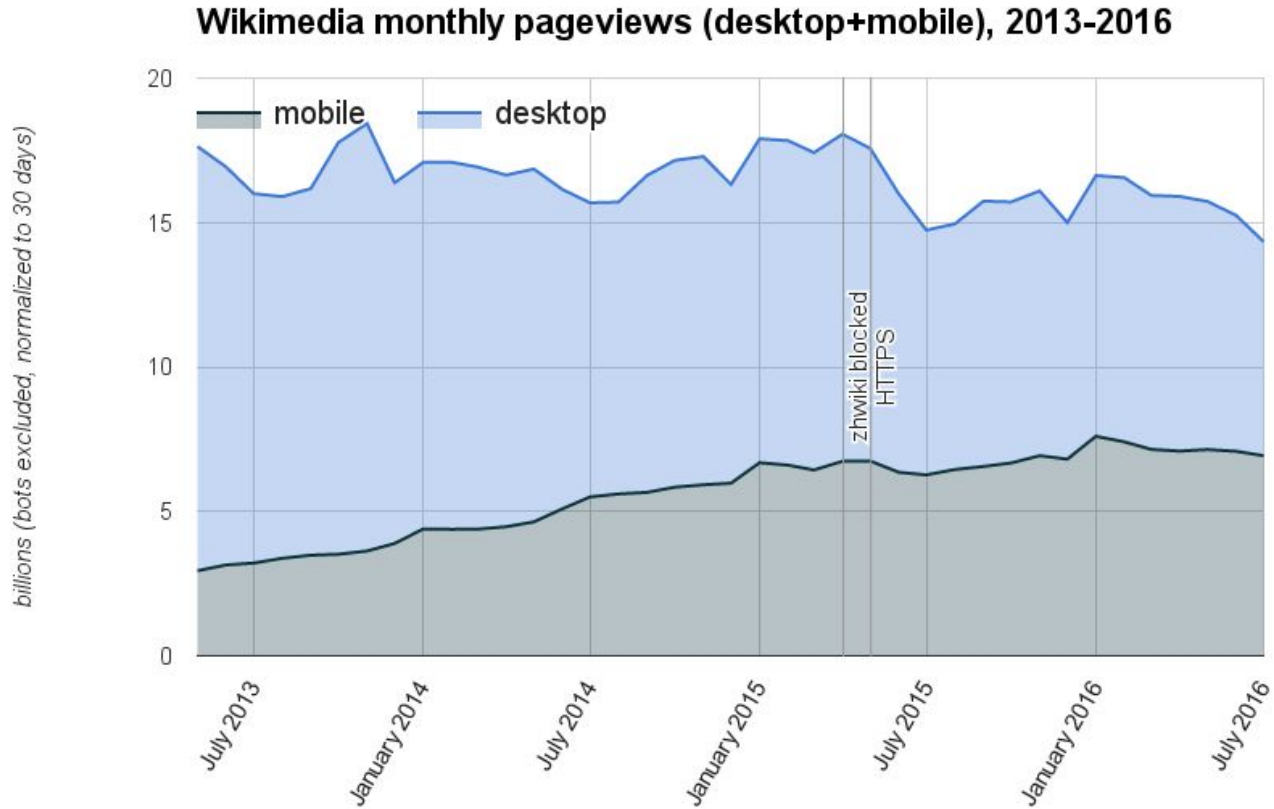
		MoM	YoY
Active Editors ^[1]	78.1 K	-6.1%	-3.2%
New Active Editors ^[2]	16.1 K	-20.1%	-12.7%
Non-bot Edits ^[3]	17.8 M	+15.6%	+29.3%
Mobile Edits ^[2]	728 K	+10.7%	+15.2%

[1] The main source of the decline in active editors is the change in the new active editors subcomponent, which is described below.

[2] The main reason for the steep month-to-month decline seems to be Commons, where new active editors dropped from 5 400 in June to 2 000 (close to the long-term average) in July. A significant factor in the year-on-year decline is the increasing preference of mobile users for anonymous editing, which does not count towards active editors. Excluding these factors, new active editors is likely slowly declining (rather than rapidly), which is still a major strategic challenge.

[3] It's not clear what has caused this dramatic increase. Explicitly tagged bots and Wikidata edits are excluded, so this *should* mostly reflect human editing activity, but unidentified bots remain a strong possibility.

Pageviews by access type (July FY16-17)



Highlights

DOG TREATS

Launch of new Foundation Diversity & Inclusion initiative

Talent & Culture



The background of the slide is a dark, textured architectural blueprint. It features a complex network of white lines, including straight lines, curves, and grids, which represent structural or engineering plans. The overall appearance is technical and detailed.

Retrospective on Annual Plan process and improvements

Finance

A large crowd of people is gathered in a stadium for a traditional Japanese festival. In the foreground, a large wooden structure with a steep, gabled roof is visible. Several vertical banners with Japanese characters are attached to the structure. The crowd is dense, filling the stadium seating areas. The scene is brightly lit, suggesting an indoor or well-lit outdoor venue.

New approach to fundraising in Japan

Advancement

Wikimedia Foundation identity refresh

Communications



The image shows the interior of a grand, historic library. The space is characterized by its high, vaulted ceilings with intricate architectural details and large, arched windows. The floor is filled with rows of long, wooden study tables, each with a chair. The walls are adorned with classical sculptures and decorative elements. The overall atmosphere is one of intellectual pursuit and historical significance.

Summit with the Association of Research Libraries

Community Engagement

Android app offers new ways to browse

Product: Reading - Android App

A hand is shown from the left, reaching into a doorway that is constructed from wooden puzzle pieces. The door is partially open, revealing a dark interior. The background wall is made of dark grey stone blocks. The overall scene is lit with a warm, golden light, suggesting an opening or a new beginning.

Opening the door to a new look: improving Wikipedia.org

Product: Discovery - Portal

A hand holding a camera lens against a blue sky background. The lens is held in the foreground, and the background is a blurred blue sky with some clouds. The text is overlaid on the image.

All-new notifications page helps Wikimedians focus on what matters most

Product: Editing - Collaboration



Making articles in all languages more accessible for readers

Product: Editing - Language

ORES Review Tool Beta in production on 8 wikis

Technology: ~~Research~~



Transitional priorities

Stabilize, rebuild, unite

Completed

- Delivered 2016-2017 annual plan for review and approval
- Delivered 2016-2018 Foundation strategy for review and approval
- Implemented a plan to address critical engagement survey results
- Filled 1/4 critical vacancies - employee relations specialist
- Support the permanent ED search process

Still in progress

- Fill critical operating vacancies: CTO, GC, CTCO, CCE, CCO

Executive recruiting

Timelines

Alignment & research

Stakeholder engagement
Job description
Candidate pool

- CTO: Complete
- GC: In progress
- CTCO: Q2/3
- CCO: Q2/3
- CCE: Q2/3

Outreach & development

Candidate outreach
Resume review
Initial screens

- CTO: Ongoing
- GC: Sep/Oct
- CTCO: Q3
- CCO: Q3
- CCE: Q3

Assessment & selection

Interviews
Select finalists
Final interviews

- CTO: Ongoing
- GC: Nov-Dec
- CTCO: Q3
- CCO: Q3
- CCE: Q3

Announcement

Negotiations
Offer
Communications

- CTO: Oct/Nov
- GC: Jan
- CTCO: Q3
- CCO: Q3
- CCE: Q3

Community culture

Current focus: Better training for functionary groups

"What should we build?"

Four surveys, more than 120 respondents



WIKIMEDIA
FOUNDATION

CC BY-SA 4.0, Niccolò Caranti

Supporting Inspire campaign proposals

Implementable ideas currently in discussion:

- Protect the User: namespace by default
- Community health user group

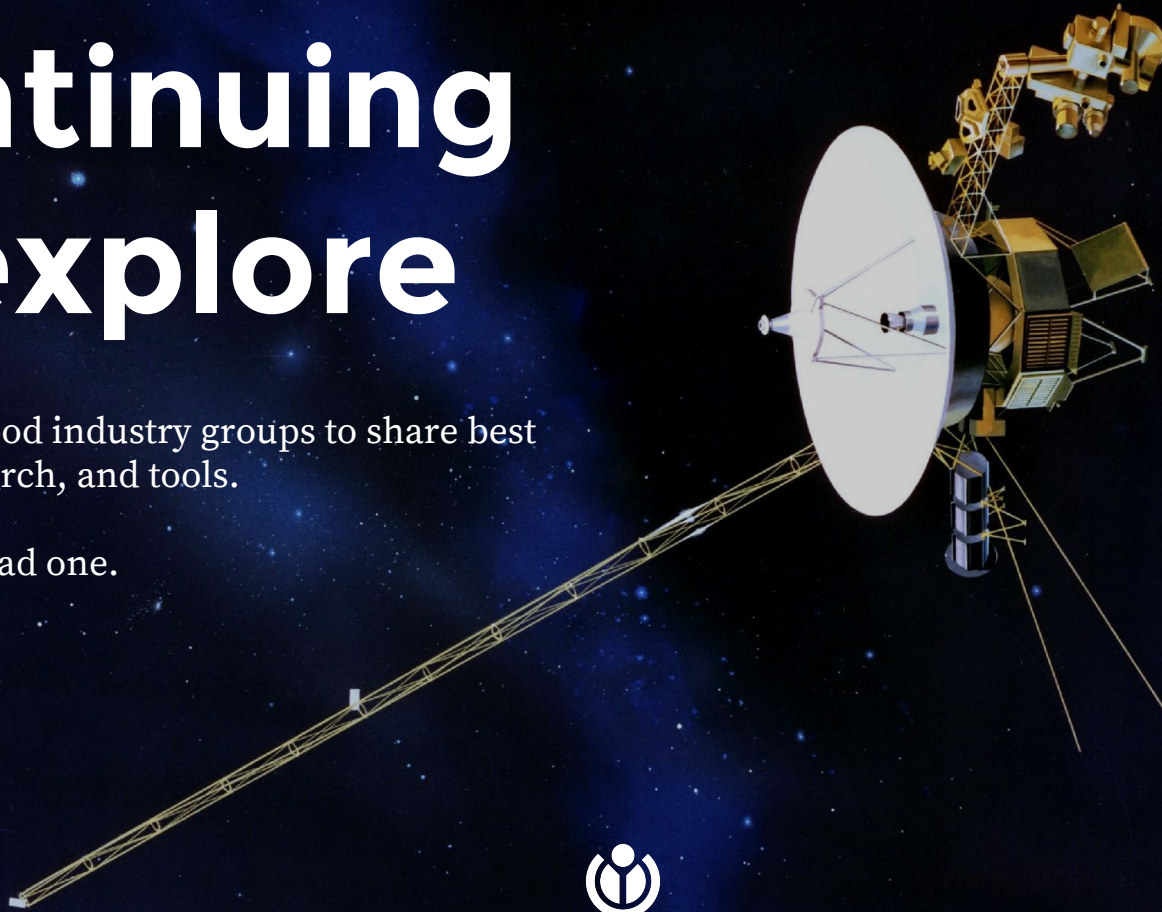
Community grant ideas to be discussed in Q2



Continuing to explore

There are no good industry groups to share best practices, research, and tools.

We may help lead one.



Public domain, NASA/JPL

Additional areas of exploration

Better dispute resolution

- Evaluating capacity training
- Exploring community proposals
- Consulting external experts on improving current dispute resolution practices

Supporting victims of harassment

Talking to potential partner organizations;
compiling resources

Blocking tools

Helping volunteers combat harassment and other issues

Code of Conduct for Technical Spaces

Finalizing substance and language



Next steps

- Proposal for broader industry leadership agenda
- Audit of existing available technical tools and staff resources
- Proposal and budget for expanded technical and program approach



Movement strategy

Start with process

- Who to engage?
- On what issues?
- On what timeline?
- How to facilitate?
- How to stay open?
- How to resource?
- How to stay accountable?



Prepare for movement strategy

AUGUST	SEPTEMBER	OCTOBER	NOVEMBER
<p>Review past strategies Strengths and weaknesses of process, plan, and results</p>	<p>Define goals What do we mean when we talk about developing a strategy?</p>	<p>Consult stakeholders Understand the priorities, goals, challenges, and interest areas</p>	<p>Board strategy retreat Build shared understanding on key opportunities, priorities, and next steps</p>
<p>Listen and learn Attend community events and talk to people</p>	<p>C-team strategy retreat Identify areas of strategic focus, prepare organization and resources</p>	<p>Develop clear proposal of timelines, stakeholders, actions needed</p>	<p>Confirm proposed process Refine the proposed structure of the movement-wide work</p>
<p>Identify what would make a future process inclusive and accepted</p>	<p>Explore metrics How can we better measure against goal and vision?</p>	<p>Make recommendations Propose process, budget, and implementation</p>	<p>Communicate next steps Publicise and engage movement leaders</p>

Work to-date

- Conversations with community and staff (WikiCon India, Wikimedia CEE, Product retreat, etc.)
- Audit past processes for key learnings:
 - 2010-15 Wikimedia movement strategy
 - 2014-2016 Foundation Narrowing Focus exercise
 - 2016-18 Foundation strategy
 - Process recommendations by past participants (Affiliates, Chapters, FDC)
- Identify stakeholders and potential modes of engagement
- Develop preliminary timeline process proposal
- Post movement strategy page on Meta

Timeline

WIKIMANIA
2017



WIKIMEDIA
FOUNDATION

What's next

- C-team strategy retreat (September 28-29)
- Trustee strategic priority survey (late September - mid-October)
- Validate objectives, timelines, and process proposal with key stakeholders
- Develop preliminary budget
- Finalize core Foundation strategy team and facilitators
- Trustee strategy retreat (November 11-13)
- Confirm (approve) proposed 2017 strategy process
- Communicate activities (including [movement strategy page](#))
- Engage key movement stakeholders

November retreat

- Presentation of findings from June-November discovery work
 - Audit of past strategic processes
 - Trustee strategic priority survey
 - C-team strategic priorities and SWOT
- Facilitated discussion on strategic opportunities and priorities
- Stakeholder participation mapping (Foundation staff, Board, affiliates, thematic working areas, and individual contributors and readers)
- Recommendation for process, timeline, resources, and budget

Thank you



WIKIMEDIA
FOUNDATION

Appendix

Financial terms

Revenue	Includes unrestricted and temporarily restricted donations through global campaign fundraising and major gifts and grants, dividends and interest income generated from our investment portfolio.
Staffing Expenses	Include staff's salaries, payroll taxes, health benefits, retirement benefits (401K) and wellness allowance.
Donations Processing Expenses	Include costs incurred from payment processors such as Global Collect, PayPal, Adyen, Astropay, Amazon and etc.
Travel and Conferences	Include costs associated with Staff's offsite meetings, professional conference attendance, Wikimania, Wikimedia Conference, Developer Summit, all Board's travel, and FDC deliberation expenses.
Legal Fees	Include costs incurred for outside counsels for services associated with trademarks, HR, litigation, public policy, endowment and all general legal advice.
Outside Contract Services	Include costs incurred for outside specialized services such as public relation, surveys and fundraising and also temporary help required from all teams across the WMF and interns.
Other Expenses	Include costs incurred for office space rental, office IT equipment, office furnitures and equipment, all hands, recruiting, staff development, insurance, personal property taxes and other facility expenses.
Awards and Grants	Include FDC grants, Wikimania scholarships and sponsorship, project and event grants, individual engagement grants, participation and travel support grants.

June FY16-17 product metrics

Key product metrics: July 2016

Discovery

Tools and user flows that includes search, portal and interactive elements

		MoM	YoY
User Engagement ^{[1][2]}	36%	0%	n/a
Zero Rate ^(with bots) [2]	23%	0%	-25.81%
API Usage ^[3]	126.83 M	-3.06%	1.54%
User Load Time ^[3]	416 MS	-0.72%	-7.14%

[1] This metric combines the clickthrough rate and the proportion of users' session dwell times exceeding the threshold of 10s.

[2] Completion Suggester and Portal improvements continue to contribute to the improvement in User engagement and Zero rate

[3] User load time and API usage fluctuates month to month, this change is normal variance

[4] Google data for en.wiki only. Moves up and down based on trending topics

[5] Google pagerank - negative or down is good, small fluctuations from .1 to .4 are fairly common.

Reading

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

		MoM	YoY
Pageviews ^[1]	15.3 B	-3.0%	-4.6%
Desktop	8.2 B	-4.9%	-15.3%
Mobile Web	6.9 B	-0.9%	+11.8%
Unique Devices (enwiki)	574 M	-3.8%	n/a
Android Uniques	6.70 M	-3.7%	-2.2%
Android Installs	19.1 k/d	-7.1%	-40.5%
iOS Uniques ^[2]	--	n/a	n/a
iOS Downloads ^[3]	3.0 k/d	-12.6%	-31.7%

[1] A seasonal drop from May to June is normal (this is the smallest since 2013).

[2] iOS app switched to opt-in data collection. This means internal metrics we have been relying on are less useful.

[3] The iOS app had seen two download spikes in May, but in June there was no unusual activity of comparable size.

Editing

Collaborative, inclusive tools and user flows for creating and editing

		MoM	YoY
Active Editors	83.2 K	-3.9%	+0.5%
New Active Editors ^[1]	20.1 K	-0.8%	+1.0%
Non-bot Edits	15.4 M	-6.7%	+16.4%
Mobile Edits ^[2]	658 K	-1.5%	+19.1%

***These past metrics have been updated to use historical values based on the new metric definitions first used in July 2016. The main motivation for the new definitions was to properly count activity on Commons.*

[1] [Rolling new active editors](#) are non-bot editors who registered recently and saved a minimum threshold of edits. Because of calculation changes, this can now be directly compared to active editors. So new active editors made up 20.1 K ÷ 83.2K = 24% of active editors.

[2] Mobile edits are directly comparable to non-bot edits. So mobile edits were 658 K ÷ 15.4 M = 4% of total non-bot edits.