Agenda

Operational update – 30 min
- Financials & metrics (Jaime)
- Highlights
- Executive recruiting

Strategy – 30 min

Community – 30 min (Maggie)
Financials & metrics
Revenue to date (Q1)

Revenue (Budget vs. Actual)

Q1/YTD Budget: $4,000,000
Q1/YTD Actual: $6,736,957

Variance: $2,736,957

YTD as of 9/30/16

Donations: $6,604,262 USD
Dividend and Interest: $132,695 USD
Expense to date (Q1)

Expense
(Budget vs. Actual)

Q1/YTD Budget
13,793,567

Q1/YTD Actual
11,855,815

YTD as of 9/30/16

Main Budget Variance
$1,937,752 USD
财务趋势

现金及投资余额

<table>
<thead>
<tr>
<th>月份</th>
<th>金额（百万）</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oct</td>
<td>68</td>
</tr>
<tr>
<td>Nov</td>
<td>71.3</td>
</tr>
<tr>
<td>Dec</td>
<td>97.7</td>
</tr>
<tr>
<td>Jan</td>
<td>98.8</td>
</tr>
<tr>
<td>Feb</td>
<td>101.8</td>
</tr>
<tr>
<td>Mar</td>
<td>102.8</td>
</tr>
<tr>
<td>Apr</td>
<td>101.3</td>
</tr>
<tr>
<td>May</td>
<td>97.6</td>
</tr>
<tr>
<td>Jun</td>
<td>89.7</td>
</tr>
<tr>
<td>Jul</td>
<td>86.4</td>
</tr>
<tr>
<td>Aug</td>
<td>84.5</td>
</tr>
<tr>
<td>Sep</td>
<td>82.7</td>
</tr>
</tbody>
</table>

截止日期：9/30/16
FY16-17
Q1 Expense
Actual vs.
Budget ratio is approximately 86%

Actual: $11,856K
Budget: $13,794K
FY16-17 Q1 expense by department

Product: $4,010K
Technology: $2,551K
Finance & Administration: $1,347K
Community Engagement: $1,211K
Advancement: $1,034K
Legal: $670K
Talent & Culture: $476K
Communications: $411K
Governance: $146K
Product metrics: September 2016

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

<table>
<thead>
<tr>
<th>Metric</th>
<th>MoM</th>
<th>YoY</th>
</tr>
</thead>
<tbody>
<tr>
<td>User Engagement</td>
<td>38%</td>
<td>0</td>
</tr>
<tr>
<td>Zero Rate (with bots)</td>
<td>24%</td>
<td>+9.09%</td>
</tr>
<tr>
<td>API Usage</td>
<td>126.68M</td>
<td>+3.18%</td>
</tr>
<tr>
<td>User Load Time</td>
<td>566ms</td>
<td>+0.35%</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Metric</th>
<th>MoM</th>
<th>YoY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pageviews [1]</td>
<td>15.6 B</td>
<td>+3.6%</td>
</tr>
<tr>
<td>Desktop</td>
<td>8.4 B</td>
<td>+8.9%</td>
</tr>
<tr>
<td>Mobile Web</td>
<td>7.0 B</td>
<td>-1.7%</td>
</tr>
<tr>
<td>Unique Devices [2]</td>
<td>602 M</td>
<td>+5.5%</td>
</tr>
</tbody>
</table>

Editing audience
Collaborative, inclusive tools and user flows for creating and editing

<table>
<thead>
<tr>
<th>Metric</th>
<th>MoM</th>
<th>YoY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active Editors</td>
<td>80.5 K</td>
<td>+2.4%</td>
</tr>
<tr>
<td>New Active Editors [1]</td>
<td>19.1 K</td>
<td>+17.1%</td>
</tr>
<tr>
<td>Non-bot Edits [2]</td>
<td>17.8 M</td>
<td>+4.7%</td>
</tr>
<tr>
<td>Mobile Edits [3]</td>
<td>694 K</td>
<td>-9.3%</td>
</tr>
</tbody>
</table>

[1] Debut in mid September of 2015, User Engagement is steady MoM. Huge YoY increase is partially caused by clickthrough rate but mostly by % of search sessions lasting more than 10s.

[2] Zero Rate fluctuates month to month, most likely due to bots searching Wikipedia. Minor increases like this are not inherently bad, as we expect to yield zero results for queries that should yield zero results. YoY results are related to feature improvements.

[3] The month-on-month increase is primarily due to Wiki Loves Monuments, which tends to produce about 3,000 extra new editors on Commons each September. It’s not clear how many of these new users stay active in following months.

[1] From past years we know that total pageviews tend to drop in the northern hemisphere summer and rebound in the fall.

[2] YoY Unique Device numbers will be available in January 2017

Source: Discovery Dashboards / Search Metrics / Monthly

Source and further details, also on mobile apps usage:
https://www.mediawiki.org/wiki/Wikimedia_Product#Reading
https://www.mediawiki.org/wiki/Wikimedia_Product#Editing
Pageviews by access type

Wikimedia monthly pageviews (desktop+mobile), 2013-2016
Highlights
Reach
People all over the world have yet to discover Wikipedia. We went to them to find out why.

We went to India, Nigeria, and Mexico to reach the young, mobile, and search-dependent, and found that Wikipedia brand recognition and awareness were less than 50% of surveyed participants in all three countries. In India and Nigeria, over 75% of participants said they had never heard of Wikipedia.
We helped mobile web readers save on data.

Photos are a ubiquitous element of Wikipedia’s most popular and highest quality articles, and this change means that your page will only load images as you scroll down, rather than on opening a page.
We share our story with the world.

Strategic media campaigns drive the narrative and raise awareness globally. We analyzed Wikimedia press coverage from the past 2 years, including top narratives, geographies, outlets, and keywords.

Wikipedia 15 was the highest trending topic in its respective time period, attracting more coverage than vandalism (one of the most popular topics in the absence of a proactive campaign).
Communities
We ensure that Wikimedia's voice is heard in legal cases that impact our movement.

Filed intervention at Canadian Supreme Court in Google case that threatens to apply Canadian law beyond Canadian borders.
We support our community of creators and contributors.

We launched a new grant program to fund projects of $2K-$100k with strong benefit to the movement.

6 projects funded for $180,396:
- 3 software projects
- 2 offline outreach projects
- 1 research project
We build the things community members need.

The Community Tech Team is responsible for addressing the top 10 wishes on the Community Wishlist, often in collaboration with other teams and volunteer developers, including the WMDE Technical Wishes team.

Inaugural year: completed 5, in progress 3, based on learnings passed on 2.

And we hope that everyone will come and participate in the 2nd annual Community Wishlist Survey, starting November 7th!
Knowledge
We care and repair for our core.

We partnered with community and the Internet Archive Library to repair one million broken links in English Wikipedia.

English Wikipedia pilot to preserve copies of external pages used as sources on English Wikipedia and, when links are broken, provide links to archived versions.

Next steps: Expansion to other languages
Core
In September, the online team increased our donations from Japan by 33% over the previous year.

The team launched an extensive research campaign in Japan to better understand our readers and donors there. It is a difficult fundraising country, without a strong culture of donating to charities. The department ended the quarter $2.7 million over the goal.
We had a clean FY15-16 annual audit

No significant deficiencies or material weaknesses identified.
Executive recruiting
Timelines

Alignment & research
- Stakeholder engagement
- Job description
- Candidate pool

Outreach & development
- Candidate outreach
- Resume review
- Initial screens

Assessment & selection
- Interviews
- Select finalists
- Final interviews

Announcement
- Negotiations
- Offer
- Communications

- CTO: Complete
- GC: Complete
- CTO: In progress
- CCO: Q2/3
- CCE: Q2/3
- CTO: Complete
- GC: In progress
- CTO: Q3
- CCO: Q3
- CCE: Q3
- CTO: Complete
- GC: Jan
- CTCO: Q3
- CCO: Q3
- CCE: Q3

CC-BY-SA 4.0, Dietmar Rabich
Chief Technology Officer, Victoria Stavridou-Coleman

- More than 20 years of experience leading development and strategy for complex technologies at scale
- Expertise in mobile platforms, connected devices, cyber security, and web services.
- Advisory Board memberships include University of California Berkeley’s Center for Information Technology Research in the Interest of Society.
General Counsel - FQ2

Current status:
- Phone interviews ongoing
- Passive sourcing started, referral screens underway
- JD post date 9/26
- Community and staff reviewed JD

Challenges:
- Extended JD review period
Chief of Talent & Culture - FQ2

Current status:
- Was stage-gated pending CTO and GC search, now activating
- Draft JD prepared

Challenges:
- Possible role changes pending strategy work
Chief Communications Officer - FQ3

Current status:
- Stage-gated pending GC & CTC search
- Draft JD prepared
- Potential agency identified as-needed (Chaloner Associates)

Challenges:
- Possible role changes pending strategy work
Chief of Community Engagement - FQ3

Current status:
- Stage-gated pending GC and CTC search
- Draft JD prepared
- Potential agency identified as-needed (Viewcrest Advisors)

Challenges:
- Possible role changes pending strategy work
Strategic direction for the movement
The story of strategy

- 2010-15  Wikimedia movement strategy
- 2012    Foundation Narrowing Focus exercise
- 2014    Call to Action
- 2016-18 Three-prong Foundation strategy
- 2016-30 Movement strategy
The world has changed:

- New frontiers in machine-driven knowledge creation
- New forms of devices, interfaces, and intermediation
- Emerging markets are growing and dominating
- No one is a website anymore

We must innovate and stay relevant regardless of changing demands and technology.
The importance of now (2)

We are ready:

- Wikipedia is evolving but stable
- Our name is known and trusted
- We are on solid financial footing
- Our community is continuing to grow and evolve
- Our movement is maturing and self-organizing
- The Foundation is stable
- Staff are mobilized and engaged

This is our opportunity.
How?
Understand our ecosystem

- Who are our users and communities?
- Who are the other players in the space?
- What does the future (tech, education, knowledge) look like?
- What are the opportunities to grow and meet our mission?
- What do people need?
- What are our options, with our resources?
Who we’ll engage

A broad spectrum:

- Our communities
- Our users
- Our donors
- External experts (e.g. machine learning, education, emerging markets)
- Relevant institutions, companies, governments
- Those we are not yet serving... we’re going to cast a wider net
How we’re going to do it (draft process)
<table>
<thead>
<tr>
<th>Process planning</th>
<th>Strategy development</th>
<th>Strategic planning</th>
<th>Strategy execution</th>
<th>New strategic Annual Plan</th>
</tr>
</thead>
</table>

- **WIKIMANIA 2017**
- **today**

- Foundation annual planning
- Movement annual planning
- Foundation annual planning

**WIKIMEDIA FOUNDATION**
How will we do it?

- Led by world-class talent (e.g., they’ve done it before, they can do it again)
- Global consultations
- By conducting market research
- Through alignment & socialization
- With communications that unite and inspire our movement and the world

*FY2016-17 and FY2017-18*
What we’ll have

- Clarity of purpose and direction
- Clear priorities to enable decision making
- Shared agreement and buy-in
- Strategic insights
- A network of experts
- A more focused and effective movement and WMF
Community culture
Anti-harassment projects: building and expanding
Starting the building process

Engaging target audiences, building content, planning design of harassment training
## Challenges

### Functionaries survey breakdown

<table>
<thead>
<tr>
<th>Theme</th>
<th>% of Functionaries mentioning themes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Difficulties in dealing with users/community</td>
<td>33.3%</td>
</tr>
<tr>
<td>Identifying, defining harassment</td>
<td>23.3%</td>
</tr>
<tr>
<td>Off-wiki harassment</td>
<td>20%</td>
</tr>
<tr>
<td>Technical limitations / Lack of punishment methods</td>
<td>20%</td>
</tr>
<tr>
<td>Fact finding / fact checking</td>
<td>13.3%</td>
</tr>
<tr>
<td>Policy challenges</td>
<td>13.3%</td>
</tr>
<tr>
<td>Cross-wiki abuse, preventing further abuse</td>
<td>10%</td>
</tr>
<tr>
<td>Unintentional harassment</td>
<td>6.7%</td>
</tr>
<tr>
<td>Providing support/advice to victims</td>
<td>6.7%</td>
</tr>
<tr>
<td>Long-term &quot;toxic&quot; contributors</td>
<td>6.7%</td>
</tr>
<tr>
<td>Difficult users, &quot;freedom of speech&quot;</td>
<td>3.3%</td>
</tr>
</tbody>
</table>

*Note: Responses may fall into more than one category*
From all angles

→ Continued investigation of and action on most extreme cases
→ Working with Product on better administrative tools to defend the wikis and enforce policy
→ Discussions with third-party organizations on combating harassment and helping victims
→ Creating an international resource page for those who need help.
Expanding our approach
Expansion: Components ready to go now
Components to be considered in annual planning FY17–18
Training Technical Code of Conduct committee

→ Completion anticipated Q3.
→ Training documents for committee and advice to first established committee.
→ Estimated $24K 16-17 FY; $25K 17-18 FY.
Trust & Safety expansion

➔ Small team (2 people) is overloaded.
➔ Expansion will improve capacity for increased caseload expected from better detection and CoC.
➔ Other SuSa team members will be better positioned to focus more on proactive anti-harassment work.
➔ Salary and overhead approx. $46.8K 16-17 FY; $96K Y2; ongoing
Better blocking and detection

- Currently antiquated, inefficient.
- Current resources buys short-term significant improvement.
- Increased resources for more sophisticated solutions & ongoing evolution.
- Estimated 16-17 FY investment: $398K. 3-year investment: $1,613K.
Policy and enforcement

- Behavioural policies are inconsistent, inefficient.
- Smart evolution and application requires high-level analysis, consultation, trial of new approaches and coordination across projects.
- Estimated total 3-year-program $584K
Industry/academic coordination

- Disconnect in work being done.
- Increased visibility across industries, legislative efforts, academic research. Improved networking.
- Estimated initial investment: $205K for 1 FTE, travel and an industry summit ($TBD)
Community grants

- Dedicated resourcing for harassment-related grants, and a part-time contractor to work with applicants and grantees.

- Grant resourcing $300K, plus 0.5 FTE ($30K) contractor for one year.
Support for victims

→ Contract with four regional, language-specific, trusted, established online harassment support organisations to support victims.

→ Estimated total of $75K annually.
Other approaches

➔ Expand on the Harassment Survey from 2015 - look deeper.

➔ Explore costs and benefits of expanding collaboration with Jigsaw around harassment detection and tooling.

➔ Legal advocacy: support better legislation
Thank you