

Wikimedia Foundation Board of Trustees Meeting June 14, 2019



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Agenda

- Welcome
- Operations updates
- Medium-Term & Annual Plan approval
- ASBS Election Results
- Governance Review
- Wikimedia Endowment
- Chapter & Thematic Organizations applications
- Special Projects Committee
- Board business
- Executive session




Operations



Audiences & Org. Health Metrics



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Audiences & Financial

	Status	Measure	Comments
Audience Metrics		Interactions	Interactions include pageviews + previews. Previews were launched April 17, 2018, so we do not have a full month for YoY comparisons. The positive YoY trend in total pageviews we have observed since May 2018 has held steady.
		Active Editors	Active editors has now entered its 7th straight month of YoY increases. This is the product of increased growth in returning active editors that balance out declines in new active editors.
		Total Content	Total content continues with a steady rate of increase.

Financial Metrics		Fundraising	<ul style="list-style-type: none"> Donation revenue surpassed the year to date target (Jul-Apr) by \$19M
		Expense	<ul style="list-style-type: none"> Our year to date variance is (-7%), which is within our target and we are projecting to end the year at \$89.8M (-3%).



On Track



Minor Issues



Major Issues

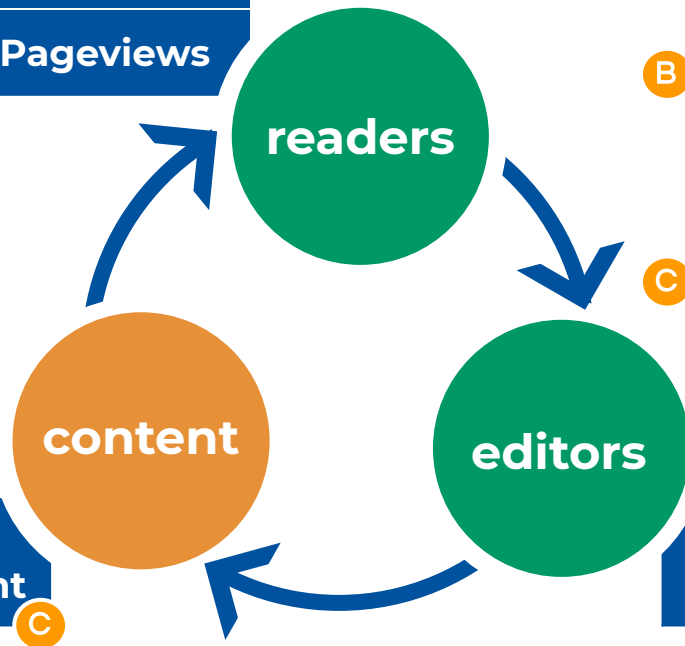


Metric/Targets Under Development

1. See pages ___-___ for metrics color coding definitions

Platform

April Actuals	YoY (%)	
17.4 B	NA*	Interactions A
15.7 B	1.4%	Pageviews



A Interactions include pageviews + previews. Previews were launched April 17, 2018, so we do not have a full month for YoY comparisons. The positive YoY trend in total pageviews we have observed since May 2018 has held steady.

B Active editors has now entered its 7th straight month of YoY increases. This is the product of increased growth in returning active editors that balance out declines in new active editors.

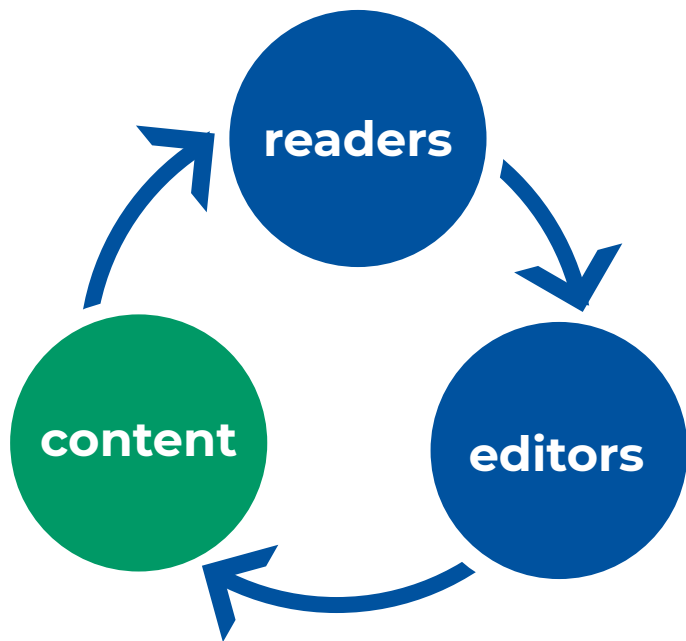
C Total content continues with a steady rate of increase.

April Actuals	YoY (%)	
206 M	12.7%	Total Content C

	April Actuals	YoY (%)
Active Editors	84,400	1.2%




* NA due to only a partial month of preview data available for YoY comparisons

Snapshot: Suggested Edits



- “Suggested Edits” was rolled out to improve editing in the Wikipedia Android app. When a user unlocks the feature, they see suggestions of articles that need a Wikidata title description.
- Early signs are promising! Since its launch on April 23, this feature has increased title description edits made in the Android app **20-50%** per day.
- Along with other recent successes in surfacing small editing tasks, the impact from Suggested Edits demonstrates the value of investing in more ways for editors to make microcontributions.

Organizational

	Status	Measure	Comments
Org. Health		Hiring Status	<ul style="list-style-type: none"> Gross hires YTD: 90 full-time req ; 114 overall including contractors, interns & fellows)
		Diversity & Inclusion	<ul style="list-style-type: none"> Gender diversity hirings have constituted 51% of the YTD new hires People of color have constituted 47% of new hires Recent departures prove concerning Paradigm study will highlight challenges with proposed recommendations Senior D&I leadership required within T&C
		Turnover / Tenure	<ul style="list-style-type: none"> Average years of tenure in the Foundation is at 3.8 years Turnover rate is at 8.6% YTD based on the current pace of hiring & attrition (avg. tech industry turnover rate for an organization with comparable size is at 19.6% per 2019 Radford survey data)



On Track



Minor Issues



Major Issues



Metric/Targets Under Development

1. See pages ___-___ for metrics color coding definitions

Expense & Ops. Update



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Financials

A April European fundraising campaigns (primarily Sweden, Netherlands, Austria) performed better than expected.

B Underrun due to timing of awards for the Projects grant program registered earlier than expected in March.

C We have not yet needed to use the “Opportunity Fund” set aside for additional emerging needs.

Update to the projection:

- Extending and expanding Wikidata MOU with WMDE

		(April)	(April)	EOY Projected compared to Budget			
		QTD Act	QTR Var (%)	YTD Act (\$)	YTD Var (%)	EOY Proj. (\$)	EOY Var (%)
Financials (\$M)	Total Revenue	5.0	58% A	109.4	23%	115.3	24%
	Programmatic	5.0	-11%	48.0	-10%	67.6	-6%
	Personnel Exp	3.3	-6%	31.0	-4%	37.6	-5%
	Services & Travel	0.8	15%	5.7	-22%	7.3	-13%
	Grants	0.2	-62% B	4.3	-11%	7.3	-1%
	Data Center Exp	0.4	7%	3.8	-4%	4.5	-4%
	Others*	0.3	-38% C	3.3	-36%	10.9	-2%
	Fundraising	0.7	18%	9.2	3%	10.4	3%
	General & Admin.	1.0	9%	9.8	6%	11.9	8%
	Total Expense	6.7	-6%	67.0	-7%	89.8	-3%
Change in Net Assets	(1.7)	-	42.3	-	25.7	-	


	APR Act	APR Var(%)	MAR Act	FEB Act
# of Headcounts	342	-3%	338	337

* Others included Legal fees, Endowment and miscellaneous expenses

Executive recruiting

[redacted]

Annual budgeting and planning



Changing the way we plan



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We've made a change:
From 12-month thinking
To 3-5 year thinking.

But how does longer
term thinking translate
to resources + action?

Medium-term planning =
2x 18-month cycles
3x 12-month budgets

Medium Term Plan



Goals:

Grow participation globally, focusing on emerging markets

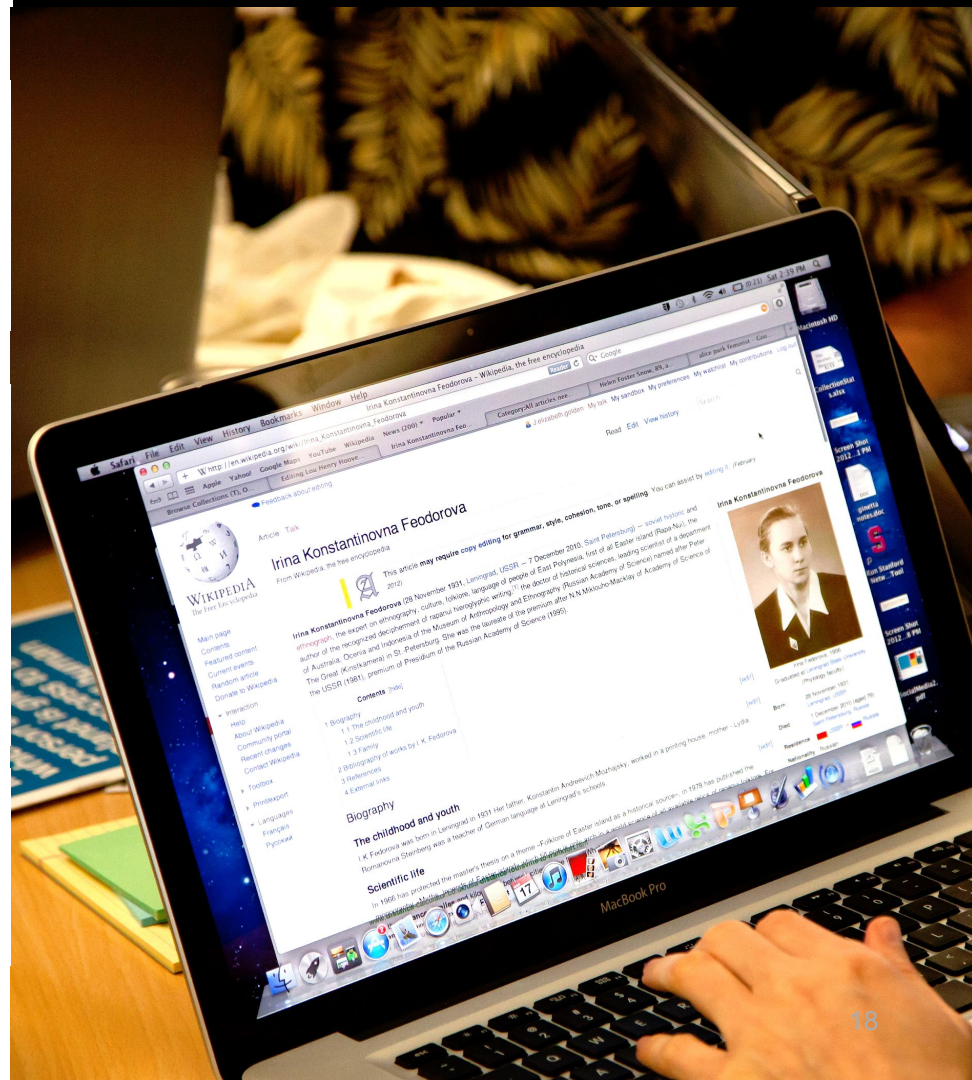
Modernize our product experience

Priorities:

- Brand awareness
- Worldwide readership
- Thriving movement
- Platform evolution
- Global advocacy

Essential:

- Organizational efficacy



What's changed?

MTP priorities and outcomes remain the same.

We incorporated some revision based on staff, board, and community feedback including:

- Revised copy for clarity and terminology
- Revised metrics for Thriving Movement

The MTP will be posted on Meta-Wiki by the end of June 2019.

From the MTP to an Annual Plan

Medium term plan

- Set goals
- Establish priorities
- Define success metrics
- Consult with Board and Community

Annual budgeting and planning Phase 1

- Timeboxed activities in service to the MTP
- Define and prioritize annualized Key Deliverables

Annual budgeting and planning Phase 2

- Build resource plan to achieve Key Deliverables
- Prioritize investments
- Finalize plan
- Obtain Board approval

Annual Plan Fundraising



Fundraising 2019-2020

Our fundraising target for FY 2019-2020 remains the same as described in the MTP.

FY19-20



Annual Plan Priorities and investments

From the 60+ proposed
deliverables, we
narrowed down to 18.

Thriving Movement

We're investing in a thriving, safe, diverse movement.

We're building capacity across Community Engagement and Audiences to diversify content and creators, protect user privacy and safety, and invest in our future.

Diversity

- Movement Diversity
- Diverse Content/Knowledge Gaps
- Micro-contributions/Onboarding

Privacy & Safety

- IP Masking
- Safe & Secure Spaces

Future Community

- Community Leadership Development/Training



Platform Evolution

We're paying down debt, and investing in the future.

We're making it easier to work with our stack, whether you're a staff member, volunteer, or partner.

We're increasing developer productivity, reducing stack complexity, and improving documentation and modularity.

We're also investing in ML capacities, in order to build out the infrastructure for our future.

Platform Evolution

- Reduce Complexity of the Platform
- Tech & Product Partnership
- Machine Learning Infrastructure
- Content Integrity

Worldwide Readership

We're planning for a facelift. We're building infrastructure for future experiences.

We're doing the work with design, research, and community to bring a new look and feel to the Wikipedia sites.

We're building structured data infrastructure to enable rich media and discovery experiences.

Worldwide Readership

- Desktop Refresh
- Structured Data
- Wikidata

Global Advocacy

We're strengthening our voice in the rooms and conversations that matter.

We're investing in a more powerful lobbying presence in critical jurisdictions and policymaking bodies.

We're developing a platform that positions free knowledge as a policy priority.

Global Advocacy

- Policy Advocacy
- Position Statement
- Lobbying

Brand Awareness

We're telling the world who we are and what we stand for.

We're working with our communities to clarify and align our brands and marks. We're unifying our identity around a mission that speaks for people and the public trust.

Brand awareness

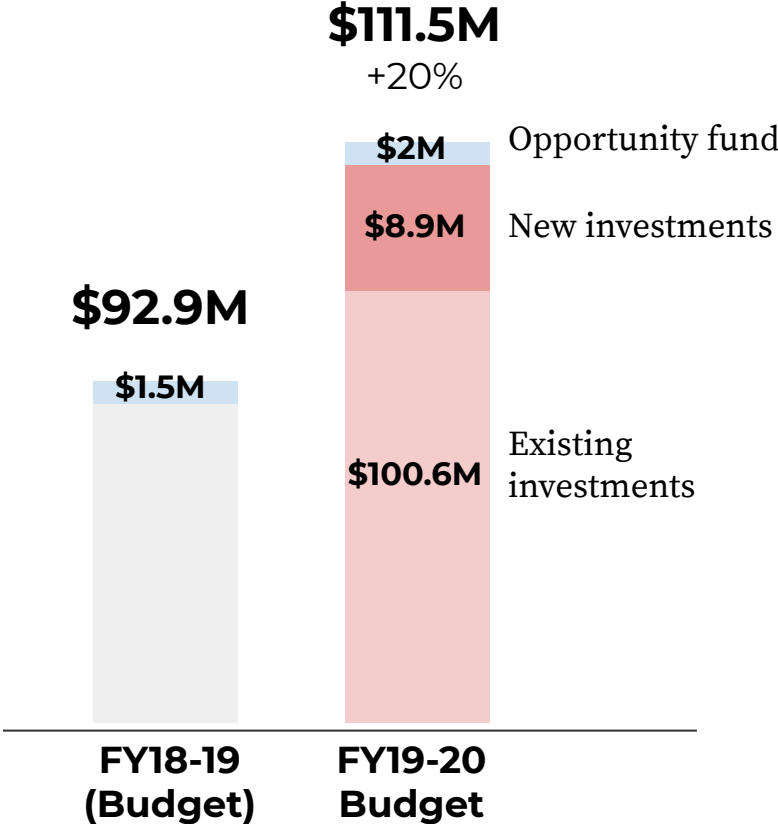
- Evolved identity system
- Global marketing

We're allocating
\$111.5m in
operating expenditures.

Investments

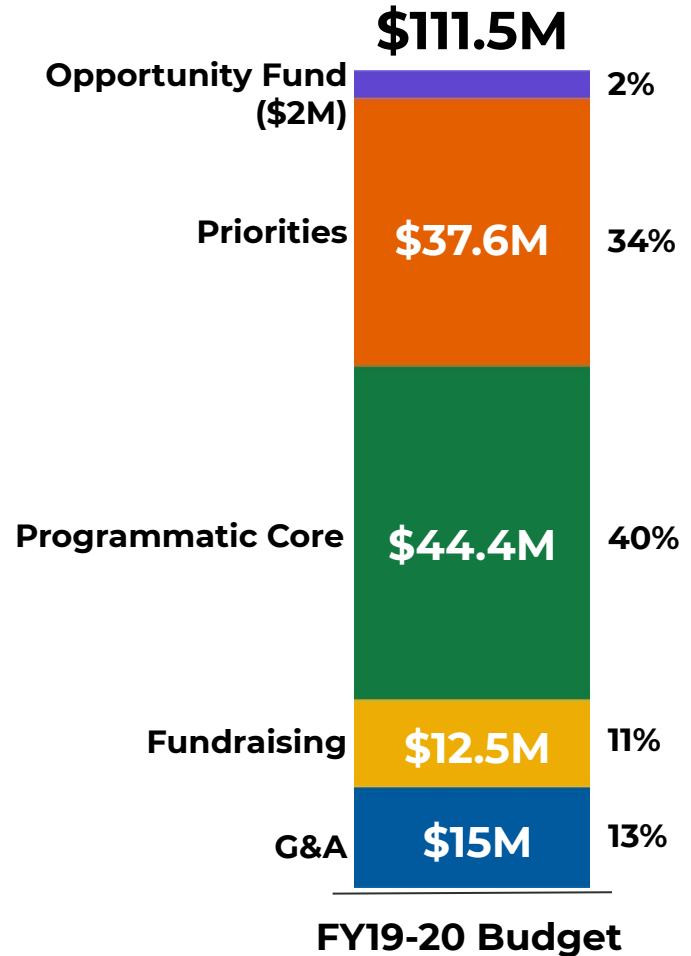
New Investments

- Personnel: +109 FTE
 - MT Priorities: +59 FTE
 - Core Program: +33 FTE
 - G&A & FR: +17 FTE
- Brand: +\$700k
- Marketing: +\$700k
- Data Center expense: +\$800K



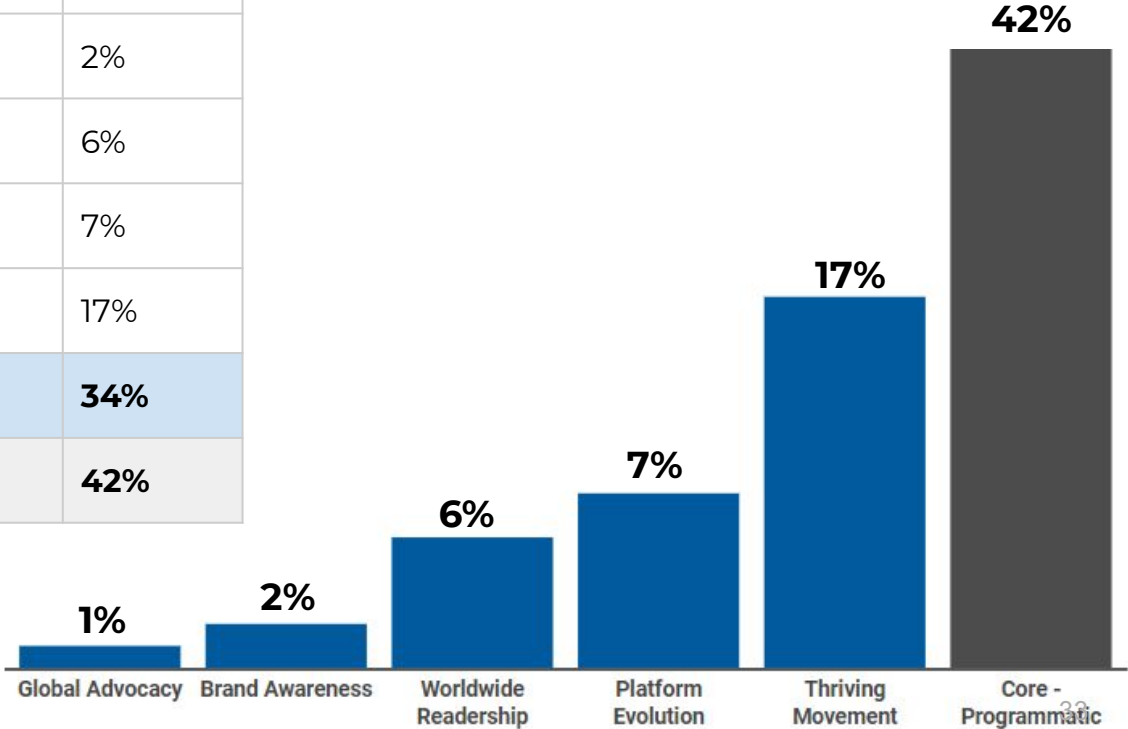
Growth drivers

- MTP Priority Key Deliverables
 - +59 FTE
- Core Programmatic work
 - Tech productivity and Ops/SRE
 - Risk - Security, Trust & Safety
 - CE programs
 - Brand and marketing
- Fundraising futures
 - New geographies
 - Major Gifts - planned giving



MTP priority investments

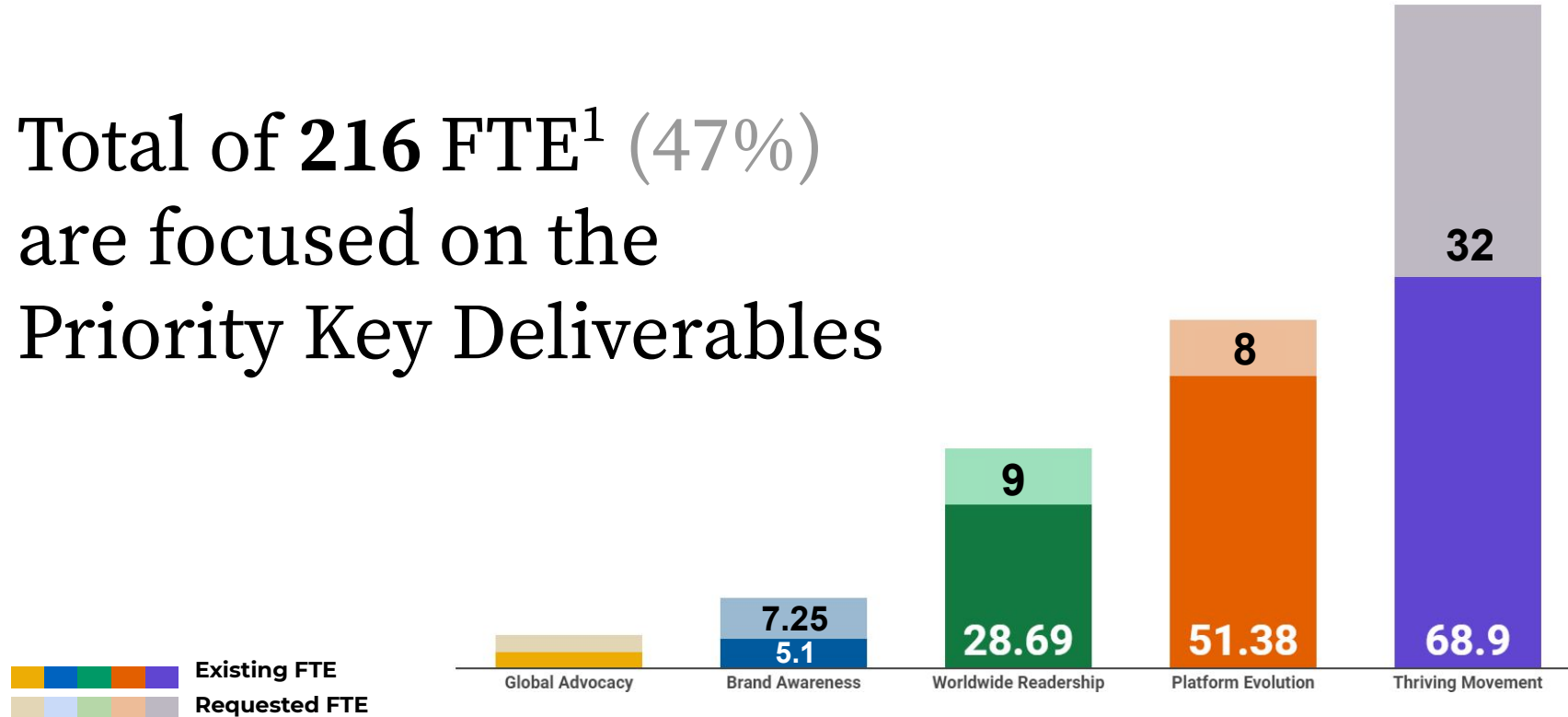
Global Advocacy	\$1.13M	1%
Brand Awareness	\$2.53M	2%
Worldwide Readership	\$6.26M	6%
Platform Evolution	\$8.35M	7%
Thriving Movement	\$19.3M	17%
Priorities Total	\$37.6M	34%
Programmatic Core*	\$46.4M	42%



As a % of total annual budget
**Programmatic Core includes the Opportunity Fund*

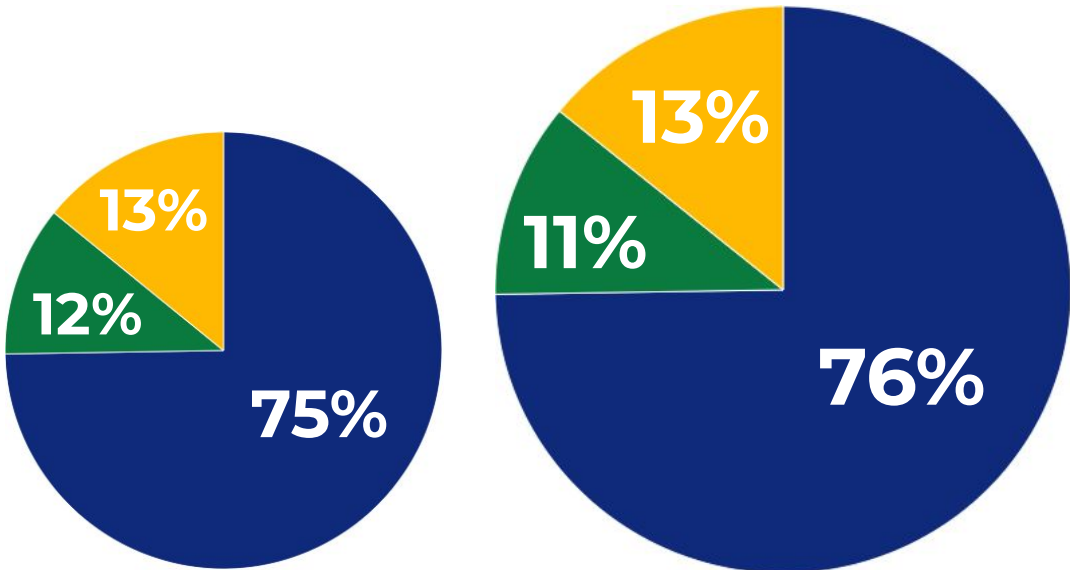
FTE by priority area

Total of **216 FTE¹** (47%)
are focused on the
Priority Key Deliverables



1. FTE - Full Time Equivalent - Number of Staff dedicated to deliverable

Functional ratios



FY18-19 EOY
Projection

FY19-20 Budget

- Programmatic
- General & Administrative
- Fundraising

Budget by quarter

	Q1	Q2	Q3	Q4	FY19-20
Total Revenue including interest income	13.2	77.2	12.1	9.2	111.7
Programmatic	15.8	21.0	20.5	26.7	84.0
Fundraising	2.3	5.2	2.5	2.5	12.5
General & Admin.	3.8	3.7	4.0	3.5	15.0
Total Expense	21.9	29.9	27.0	32.7	111.5
Change in net assets	(8.7)	47.3	(14.9)	(23.5)	0.2

Financials by Quarter

All figures are in Millions³⁶

Chapter & Thematic Organization Applications



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Governance Review Update



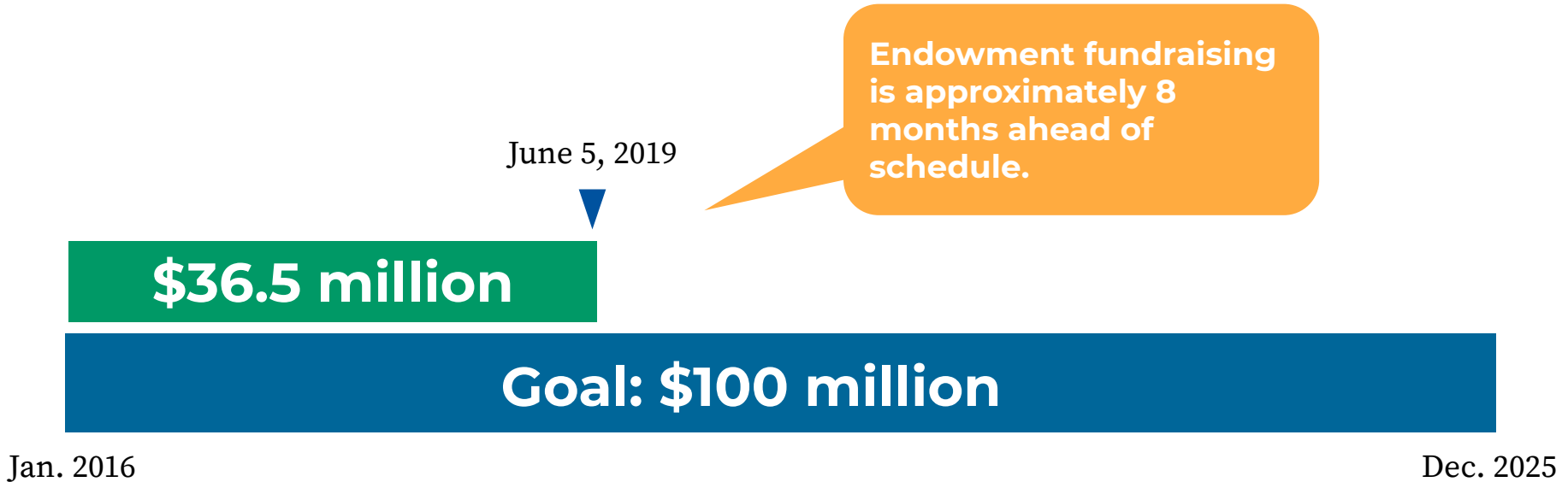
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Endowment



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Endowment update



Endowment update

December 9, 2015: The Board passed a resolution establishing the Wikimedia Foundation Endowment at the Tides Foundation (Tides).

December 16, 2016: Board considered the structure and confirmed hosting at Tides.

June 12, 2018: Board reconsidered the needs and structure of the Endowment and reconfirmed hosting at Tides. The Board requested an updated and comprehensive analysis of options for structuring and recommendation from staff by end of FY2018-2019.

We recommend that the Endowment continue to remain at Tides for the time being, and that staff to provide an updated analysis and recommendation regarding the structure of the Endowment by the end of the Foundation's fiscal year 2019-2020.



Endowment update

Expanding planned giving:
We're offering U.S. donors the opportunity to create a free legal will through a partnership with FreeWill. **Launching July 1.**



The image shows a screenshot of an email or notification window. At the top right is a close button (X). The header features the FreeWill logo (a blue feather) and the Wikipedia logo (a globe with characters). Below the logos is a red heart icon flanked by three dots. The main text reads: "A gift for you and your future". Below this is a paragraph: "We're thrilled to help you with your legal will. It's 100% free to you, and most people finish in 20 minutes or less – and you can change it at any time!". At the bottom, there is a text input field with the placeholder "Enter email address" and a blue button labeled "Claim my free will!".

FREEWILL

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A gift for you and your future

We're thrilled to help you with your legal will. It's 100% free to you, and most people finish in 20 minutes or less – and you can change it at any time!

Enter email address

Claim my free will!

Special Projects Committee

Board Business

FY19-20 Board Budget

FY2019-20 Board Budget

	FY18-19 Budget	FY18-19 Projection	FY19-20 Budget
Recruiting/Screening	\$20,000	\$54,000	\$60,000
Board Members Development	20,000	22,700	30,000
Meetings Facilitation / Admin. Support	75,000	50,000	50,000
Governance Review	20,000	28,000	50,000
General Travel & Conf	48,000	55,500	60,000
Wikimania and WMCon Travel	53,000	30,000	30,000
	\$236,000	\$240,200	\$280,000



17%
Increase over FY18-19 EOY Projection

19%
Increase over FY18-19 Budget

Resolutions

Appendices



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FTE Investments in key deliverables



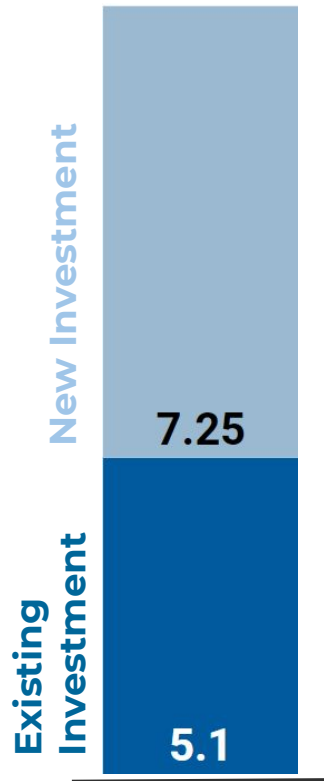
Worldwide Readership

Key Deliverables:

- Desktop Refresh
- Structured Data
- Wikidata

■ Existing FTE
■ Requested FTE

FTE Investments in key deliverables



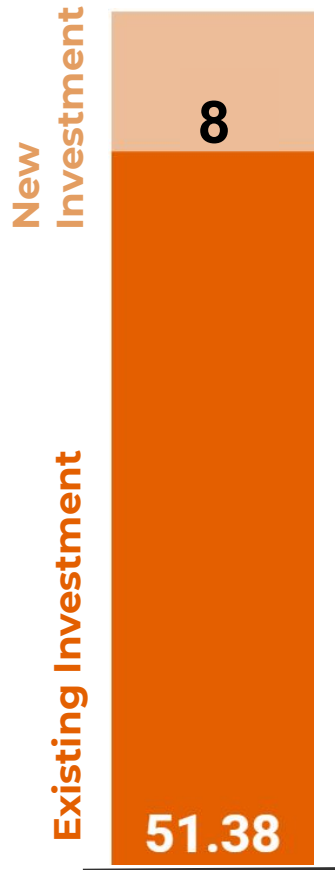
Brand Awareness

Key Deliverables:

- Evolved Identity system

■ Existing FTE
■ Requested FTE

FTE Investments in key deliverables



Platform Evolution

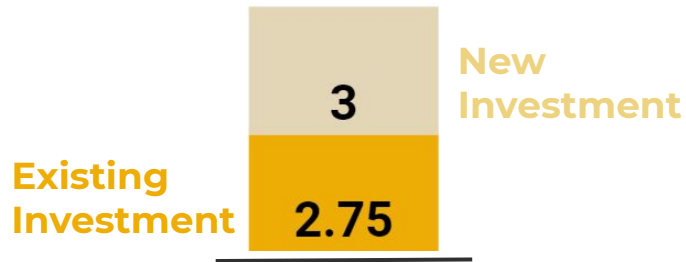
Key Deliverables:

- Tech & Product Partnership
- Content Integrity
- Machine Learning Infrastructure
- Reduce Complexity of the Platform

Existing FTE
Requested FTE

FTE Investments in key deliverables

Global Advocacy



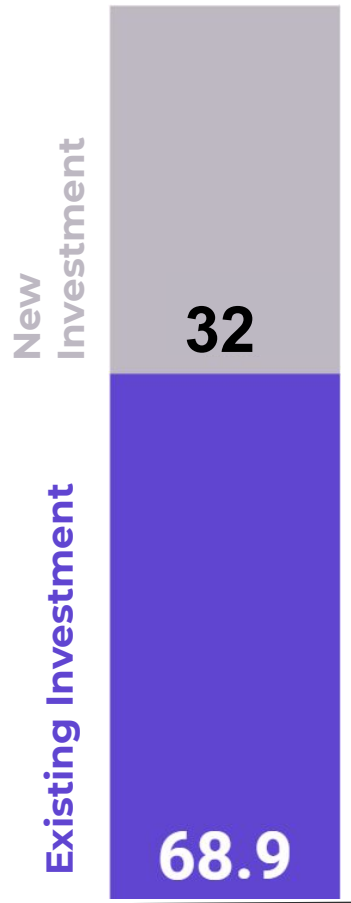
Key Deliverables:

- Policy Advocacy
- Position Statement
- Lobbying

■ Existing FTE
■ Requested FTE

FTE Investments in key deliverables

Thriving
Movement



Key Deliverables:

- Address Knowledge Gaps
- Movement Diversity
- Diverse Content
- IP Masking
- Safe & Secure Spaces
- Microcons/Onboarding
- Community Leadership Development

■ Existing FTE
■ Requested FTE

Metrics Coding Definitions



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Color coding Audience metrics

Phase 1: Human judgement



Interactions & Editors

Content

Steady growth	Above historical growth
Flat (fluctuations around 0)	Historically average growth
Decline	Below historical growth




Phase 2: Statistical analysis

Using historical data, we're building a simple anomaly detection model to identify shifts from recent trends. Work is on track for the end of Q4 FY18-19. At the next Board meeting, we'll provide the final numbers for Q4 (in addition to the start of Q1 FY19-20) and color code them using this approach.

[redacted]



Org. Health Metrics status color coding

Turnover / Tenure

Expense Categories	Status	Comments
Turnover / Tenure		On Track: <ul style="list-style-type: none">• Tenure - Duration > 2.5 Years• Turnover - Turnover rate between 0% to 18.9%
		Minor Issue: <ul style="list-style-type: none">• Tenure - Duration between 2 years to 2.4 years• Turnover - Turnover rate between 19% to 22.9%
		Major Issue: <ul style="list-style-type: none">• Tenure - Duration < 2 years• Turnover - Turnover rate > 23%





Financial Metrics

Fundraising

Status	Color Coding
	On Track: Met or exceeded target And/Or Judgement - Variance will not affect overall Plan outcome(s)
	Minor Issue: Performed below annual target And/Or Judgement - Variance will affect overall Plan outcome(s)

Financial Metrics

Overall Expense

Status	Color Coding
	On Track: <10% Variance to Board approved budget And/Or Judgement - Variance will not affect overall Plan outcome(s)
	Minor Issue: Between 10%-15% Variance to Board approved budget And/Or Judgement - Variance may materially affect overall Plan outcome(s)
	Major Issue: >15% Variance to Board approved budget And/Or Judgement - Variance will materially affect overall Plan outcome(s)
	Metrics / Targets Under Development: Work in progress of determining the best metrics/targets for the overall goal

Audiences Metrics



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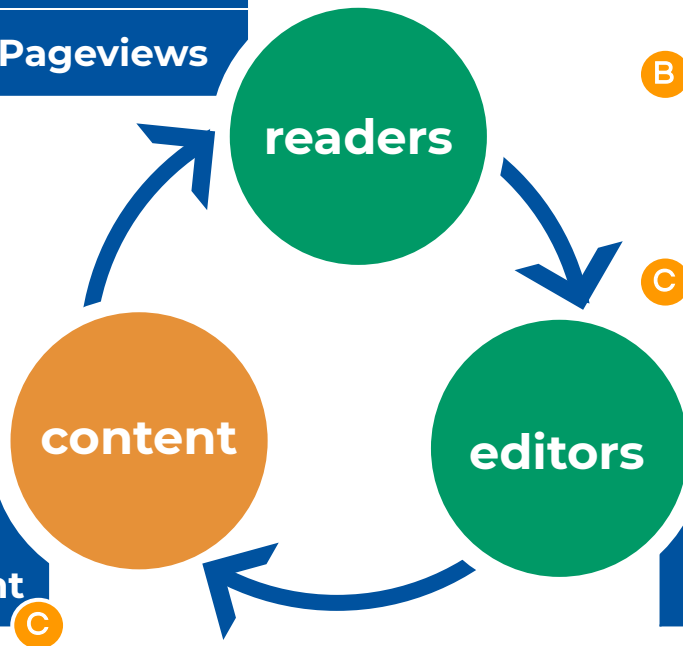
Q3 Platform

Q3 Actuals	YoY (%)	
53.8 B	NA*	Interactions A
48.2 B	0.7%	Pageviews

A Interactions include pageviews + previews; we do not yet have 1 year of previews data to provide YoY comparisons. The positive YoY trend in total pageviews we have observed since May 2018 held up, but barely so at 0.7%.

B Active editors has shown slight year-on-year growth over the past several months, as gentle growth in existing active editors has balanced out a long-term decline in new ones.

C Total content has returned to a steady rate of increase, with past spikes of automated content creation largely ended.



Q3 Actuals	YoY (%)	
204 M	13%	Total Content C

	Q3 Actuals	YoY (%)
Active Editors	85,700	3.0% B

* Interactions include previews, which were fully deployed in April 17, 2018. We do not yet have preview data available for YoY comparisons.

Staff Data

[redacted]