Wikimedia Foundation
Board of Trustees Meeting
June 14, 2019
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
## Audiences & Financial

### Audience Metrics

<table>
<thead>
<tr>
<th>Status</th>
<th>Measure</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Interactions</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td>Active Editors</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td>Total Content</td>
<td>Total content continues with a steady rate of increase.</td>
</tr>
</tbody>
</table>

### Financial Metrics

<table>
<thead>
<tr>
<th>Status</th>
<th>Measure</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Fundraising</td>
<td>• Donation revenue surpassed the year to date target (Jul-Apr) by $19M</td>
</tr>
<tr>
<td></td>
<td>Expense</td>
<td>• Our year to date variance is (-7%), which is within our target and we are projecting to end the year at $89.8M (-3%).</td>
</tr>
</tbody>
</table>

1. See pages __-__ for metrics color coding definitions
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 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 continues with a steady rate of increase.

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

<table>
<thead>
<tr>
<th>Status</th>
<th>Measure</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Hiring Status</td>
<td>● Gross hires YTD: 90 full-time req ; 114 overall including contractors, interns &amp; fellows)</td>
</tr>
</tbody>
</table>
|        | Diversity & Inclusion | ● 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 | ● 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) |

**Org. Health**

1. See pages ___-___ for metrics color coding definitions
Expense & Ops. Update
Financials

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

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

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
Executive recruiting

[redacted]
Annual budgeting and planning
Changing the way we plan
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.
Annual Plan Priorities and investments
From the 60+ proposed deliverables, we narrowed down to 18.
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
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
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
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

Opportunity fund

- $2M

New investments

- $8.9M

Existing investments

- $100.6M

FY18-19 (Budget)

- $92.9M

FY19-20 Budget

- $111.5M

+20%
**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

<table>
<thead>
<tr>
<th>Priority</th>
<th>Amount</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Advocacy</td>
<td>$1.13M</td>
<td>1%</td>
</tr>
<tr>
<td>Brand Awareness</td>
<td>$2.53M</td>
<td>2%</td>
</tr>
<tr>
<td>Worldwide Readership</td>
<td>$6.26M</td>
<td>6%</td>
</tr>
<tr>
<td>Platform Evolution</td>
<td>$8.35M</td>
<td>7%</td>
</tr>
<tr>
<td>Thriving Movement</td>
<td>$19.3M</td>
<td>17%</td>
</tr>
<tr>
<td><strong>Priorities Total</strong></td>
<td><strong>$37.6M</strong></td>
<td><strong>34%</strong></td>
</tr>
<tr>
<td>Programmatic Core*</td>
<td><strong>$46.4M</strong></td>
<td><strong>42%</strong></td>
</tr>
</tbody>
</table>

As a % of total annual budget

*Programmatic Core includes the Opportunity Fund
FTE by priority area

Total of 216 FTE$^1$ (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
- Programmatic: 75%
- General & Administrative: 12%
- Fundraising: 13%

FY19-20 Budget
- Programmatic: 76%
- General & Administrative: 11%
- Fundraising: 13%

Ratios of the $111.5M budget
# Budget by quarter

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

Financials by Quarter

All figures are in Millions
Chapter & Thematic Organization Applications
Governance Review Update
Endowment
Endowment update

Goal: $100 million

Jan. 2016 to Dec. 2025

$36.5 million

June 5, 2019

Endowment fundraising is approximately 8 months ahead of schedule.
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.
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.
Special Projects Committee
FY19-20 Board Budget
## FY2019-20 Board Budget

<table>
<thead>
<tr>
<th></th>
<th>FY18-19 Budget</th>
<th>FY18-19 Projection</th>
<th>FY19-20 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruiting/Screening</td>
<td>$20,000</td>
<td>$54,000</td>
<td>$60,000</td>
</tr>
<tr>
<td>Board Members Development</td>
<td>$20,000</td>
<td>22,700</td>
<td>30,000</td>
</tr>
<tr>
<td>Meetings Facilitation / Admin. Support</td>
<td>75,000</td>
<td>50,000</td>
<td>50,000</td>
</tr>
<tr>
<td>Governance Review</td>
<td>$20,000</td>
<td>$28,000</td>
<td>50,000</td>
</tr>
<tr>
<td>General Travel &amp; Conf</td>
<td>48,000</td>
<td>55,500</td>
<td>60,000</td>
</tr>
<tr>
<td>Wikimania and WMCon Travel</td>
<td>53,000</td>
<td>30,000</td>
<td>30,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$236,000</strong></td>
<td><strong>$240,200</strong></td>
<td><strong>$280,000</strong></td>
</tr>
</tbody>
</table>

17% Increase over FY18-19 EOY Projection

19% Increase over FY18-19 Budget
Resolutions
Appendices
FTE Investments in key deliverables

Key Deliverables:
- Desktop Refresh
- Structured Data
- Wikidata

Worldwide Readership

Existing FTE: 28.69
New Investment: 9
Requested FTE: 50
FTE Investments in key deliverables

Brand Awareness

Key Deliverables:
- Evolved Identity system

- Existing FTE
- Requested FTE

<table>
<thead>
<tr>
<th></th>
<th>Existing FTE</th>
<th>Requested FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Investment</td>
<td>7.25</td>
<td></td>
</tr>
<tr>
<td>Existing Investment</td>
<td>5.1</td>
<td></td>
</tr>
</tbody>
</table>
FTE Investments in key deliverables

Key Deliverables:

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

<table>
<thead>
<tr>
<th>Existing Investment</th>
<th>New Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>51.38</td>
<td>8</td>
</tr>
</tbody>
</table>
FTE Investments in key deliverables

<table>
<thead>
<tr>
<th>Key Deliverables:</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Policy Advocacy</td>
</tr>
<tr>
<td>● Position Statement</td>
</tr>
<tr>
<td>● Lobbying</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Existing FTE</th>
<th>New Investment</th>
<th>Requested FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existing Investment</td>
<td>2.75</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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

Existing Investment
New Investment

68.9
32
Metrics Coding Definitions
## Color coding Audience metrics

<table>
<thead>
<tr>
<th>Interactions &amp; Editors</th>
<th>Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steady growth</td>
<td>Above historical growth</td>
</tr>
<tr>
<td>Flat (fluctuations around 0)</td>
<td>Historically average growth</td>
</tr>
<tr>
<td>Decline</td>
<td>Below historical growth</td>
</tr>
</tbody>
</table>

### Phase 1: Human judgement

- Green: Steady growth
- Orange: Flat (fluctuations around 0)
- Red: Decline

### 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.
### Org. Health Metrics status color coding

**Turnover / Tenure**

<table>
<thead>
<tr>
<th>Expense Categories</th>
<th>Status</th>
<th>Comments</th>
</tr>
</thead>
</table>
| Turnover / Tenure  | On Track: | ● **Tenure** - Duration > 2.5 Years  
● **Turnover** - Turnover rate between 0% to 18.9% |
|                    | Minor Issue: | ● **Tenure** - Duration between 2 years to 2.4 years  
● **Turnover** - Turnover rate between 19% to 22.9% |
|                    | Major Issue: | ● **Tenure** - Duration < 2 years  
● **Turnover** - Turnover rate > 23% |
## Financial Metrics

### Fundraising

<table>
<thead>
<tr>
<th>Status</th>
<th>Color Coding</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>On Track:</strong></td>
<td>Met or exceeded target And/Or Judgement - Variance will not affect overall Plan outcome(s)</td>
</tr>
<tr>
<td><strong>Minor Issue:</strong></td>
<td>Performed below annual target And/Or Judgement - Variance will affect overall Plan outcome(s)</td>
</tr>
</tbody>
</table>
# Financial Metrics

## Overall Expense

<table>
<thead>
<tr>
<th>Status</th>
<th>Color Coding</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>On Track:</strong></td>
<td>&lt;10% Variance to Board approved budget And/Or Judgement - Variance will not affect overall Plan outcome(s)</td>
</tr>
<tr>
<td><strong>Minor Issue:</strong></td>
<td>Between 10%-15% Variance to Board approved budget And/Or Judgement - Variance may materially affect overall Plan outcome(s)</td>
</tr>
<tr>
<td><strong>Major Issue:</strong></td>
<td>&gt;15% Variance to Board approved budget And/Or Judgement - Variance will materially affect overall Plan outcome(s)</td>
</tr>
<tr>
<td><strong>Metrics / Targets Under Development:</strong></td>
<td>Work in progress of determining the best metrics/targets for the overall goal</td>
</tr>
</tbody>
</table>
Audiences Metrics
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%.

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.

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

* 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]