

Interim Executive Director report  
Wikimedia Foundation  
Board of Trustees meeting  
22 April 2016



# Agenda

A tall, slender tower with a spherical top, illuminated at dusk, overlooking a city skyline. The tower is the central focus, extending from the bottom center towards the top. The background is a cityscape at twilight, with buildings and streets lit up, and a clear blue sky transitioning to a warm orange glow near the horizon.

## Part I

Operational update – 15 min

Transitional priorities – 30 min

Board discussion – 15 min

## Part II

Strategy – 10 min

Annual Plan – 30 min

Board discussion – 20 min

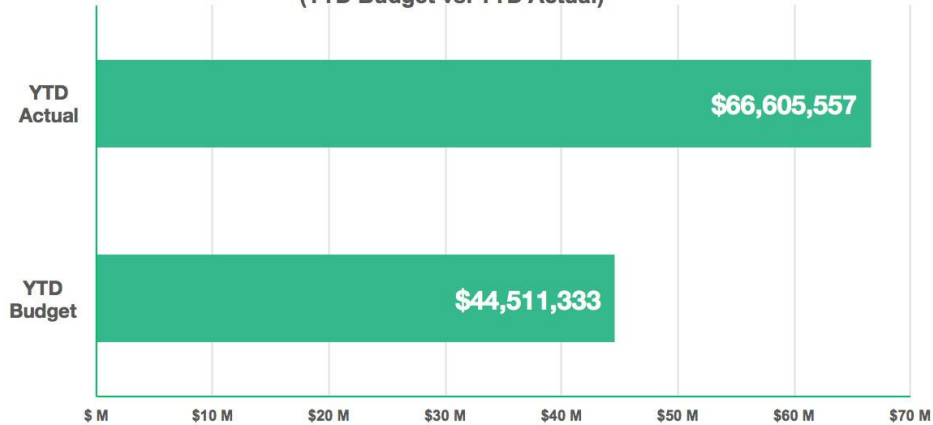


An aerial photograph of a dense forest, likely a coniferous forest, with a winding path or road visible. The image is heavily color-graded with a blue and purple hue, giving it a surreal, ethereal appearance. The trees are densely packed, and the path winds through the center of the forest, leading towards the bottom right. The overall texture is very busy and detailed due to the high density of the trees.

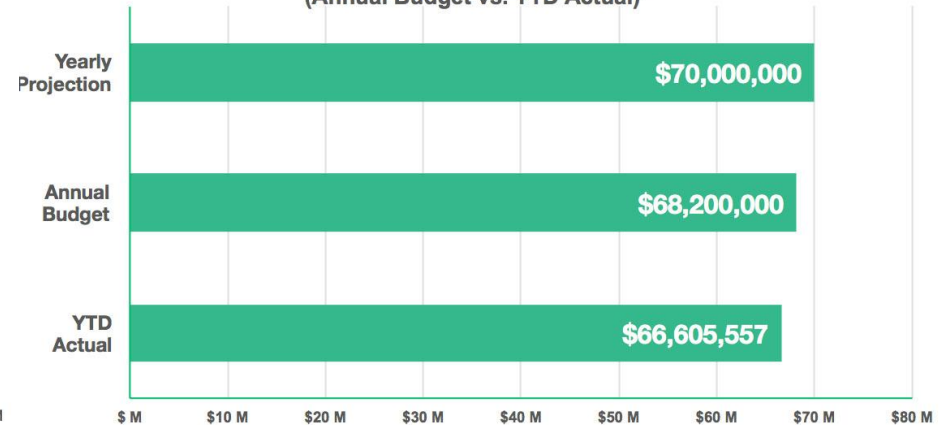
# Operational update

# Revenue has exceeded the YTD budget and will exceed the annual budget of 68 million USD

Revenue  
(YTD Budget vs. YTD Actual)



Revenue  
(Annual Budget vs. YTD Actual)



YTD as of 2/29/16

Donations

66,185,391 USD

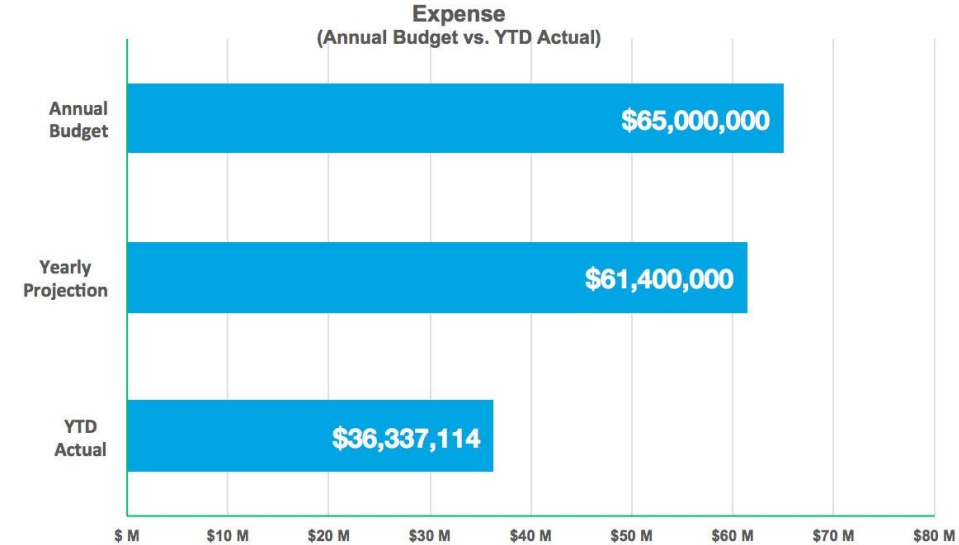
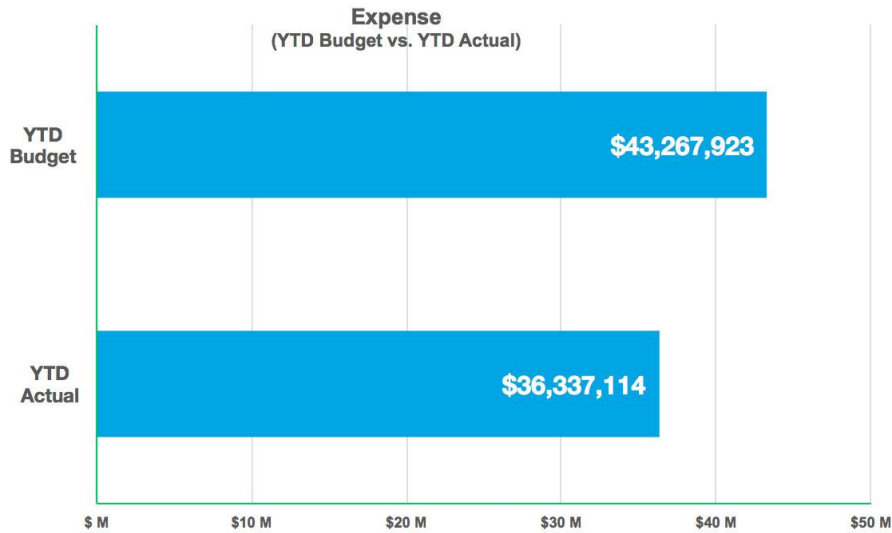
Wikimania sponsorship and registration fees

105,497 USD

Dividend and interest

314,669 USD

# Expense has underrun the YTD budget and will underrun the annual budget of 65 million USD



YTD as of 2/29/16

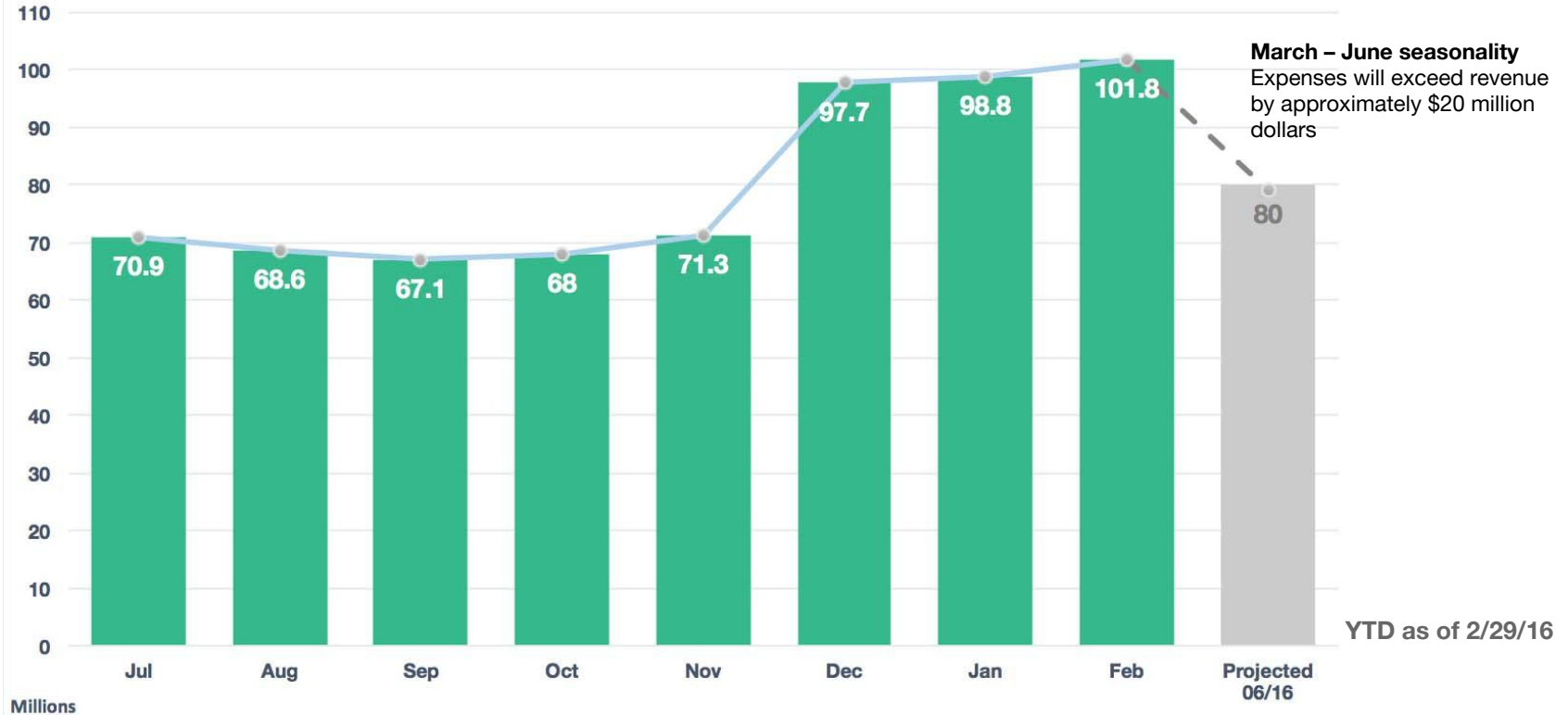
Main budget variance

**6,930,809 USD (YTD)**

**3,639,983 USD (projection)**

# Financial trends

## Cash & Investment Balance





# Key project metrics: March 2016

## Discovery

	Q3	QoQ
<b>User Engagement</b> <sup>[1]</sup>	<b>35%</b>	<b>28.2%</b>
User Load Time <sup>[2]</sup>	426 MS	-7.7%
Zero Rate <sup>(with bots)</sup> <sup>[3]</sup>	22%	-26.67%
API Usage	135 M	11.35%
Google Referred Clicks <sup>[4]</sup>	1.55 B	1.63%
Avg Google Pagerank <sup>[4][5]</sup>	4.5	-6.25%

[1] This metric combines the clickthrough rate and the proportion of users' session dwell times exceeding the threshold of 10s. Completion Suggester and Portal improvements contributed to the improvement.

[2] User load time - negative or down is good

[3] Completion Suggester heavily influenced improvement

[4] Google data for en.wiki for March

[5] Google pagerank - negative or down is good for March

## Reading

	Q3	QoQ
<b>Pageviews</b>	<b>16.4 B</b>	<b>4.9%</b>
Desktop	9.1 B	11%
Mobile Web	7.4 B	12%
Global North	12.7 B	5%
Global South	3.7 B	5.9%
Android Uniques	7.1 M	-4.8%
Android Installs <sup>[1]</sup>	31.8 k/d	-17.2%
iOS Uniques <sup>[2]</sup>	--	--%
iOS Downloads <sup>[3]</sup>	5.4 k/d	12.9%

[1] During most of Q2, we were benefiting from an "a/b" test run by Google. Brought an abnormal number of users to our app install page. After they ended the test, the installs went down to "normal" levels

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

[3] [iOS 5.0 release](#)

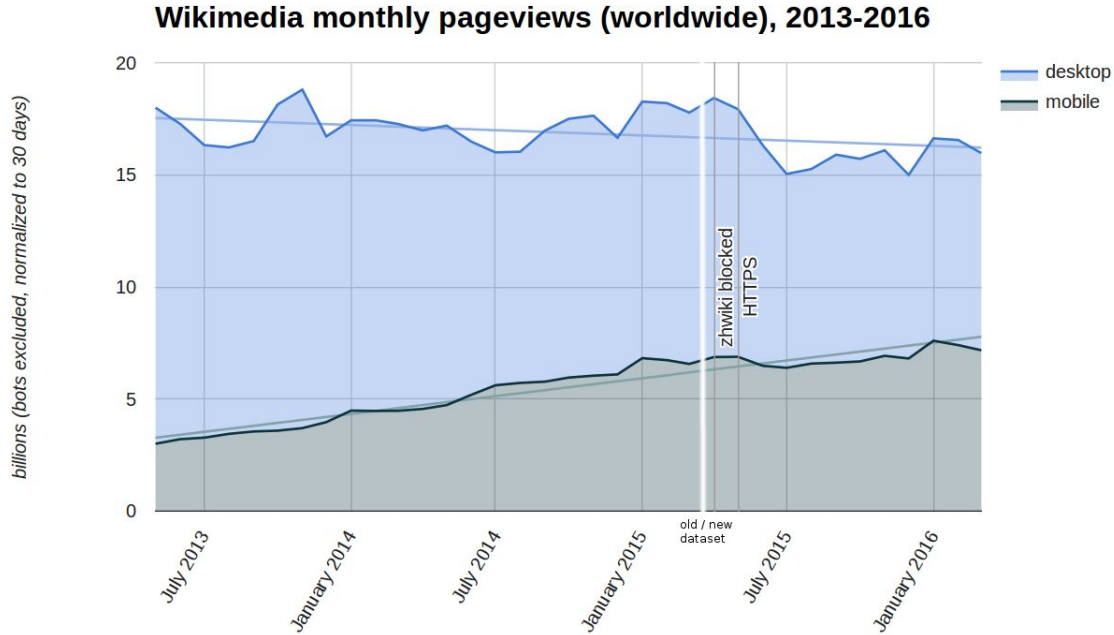
## Editing

	Q3	QoQ
<b>Active Editors</b>	<b>78.3 K</b>	<b>1.95%</b>
New Editors <sup>[1]</sup>	12 K	-3.5%
New articles per day <sup>[2]</sup>	11.6 K	-40%
Article Edits	13 M	18%
Article Edits (Mobile)	531 K	8.74%

[1] This metric is a new query - [Rolling new active editors](#) are non-bot editors who registered recently and saved a minimum threshold of edits.

[2] Previous months there was a large spike in article creations from the Swedish Wikipedia. This number is more on monthly average. We suspect there was a bot running on a particular theme during this period.

# Pageviews by access type

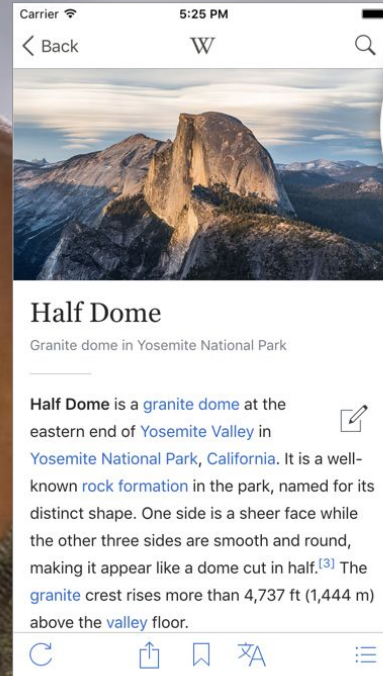
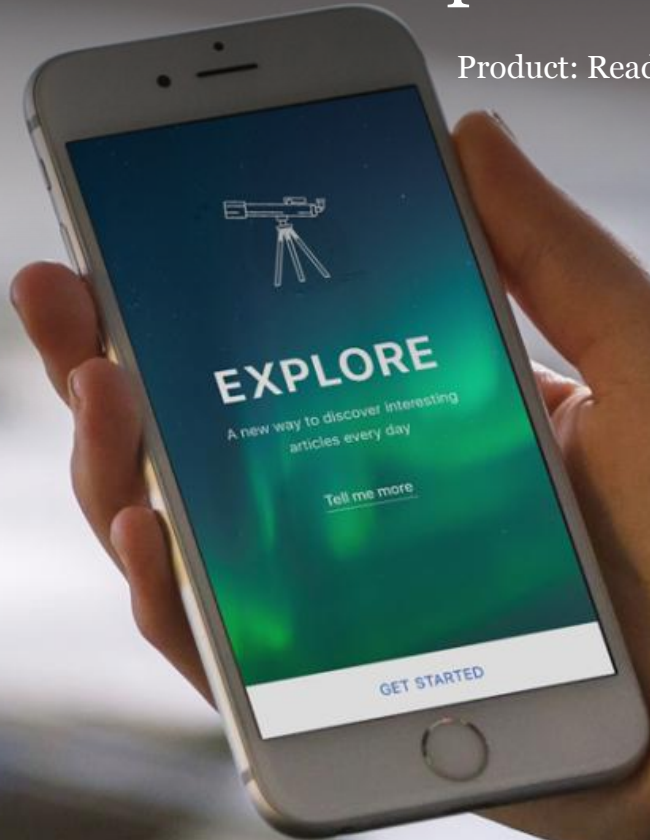


Pageviews per month	
<b>Total</b>	<b>16.4 billion</b> +5.0% from Q2 -9.4% YoY (est.)*
<b>Desktop</b>	<b>9.0 billion</b> +2.2% from Q2 -21.0% YoY (est.)*
<b>Mobile web</b>	<b>7.2 billion</b> +8.6% from Q2 +9.7% YoY (est.)*
<b>Apps</b>	<b>206 million</b> +6.4% from Q2 +24.4% YoY (est.)*



# New Wikipedia app for iOS

Product: Reading



# New search completion suggester

Product: Discovery





# New unique devices dataset

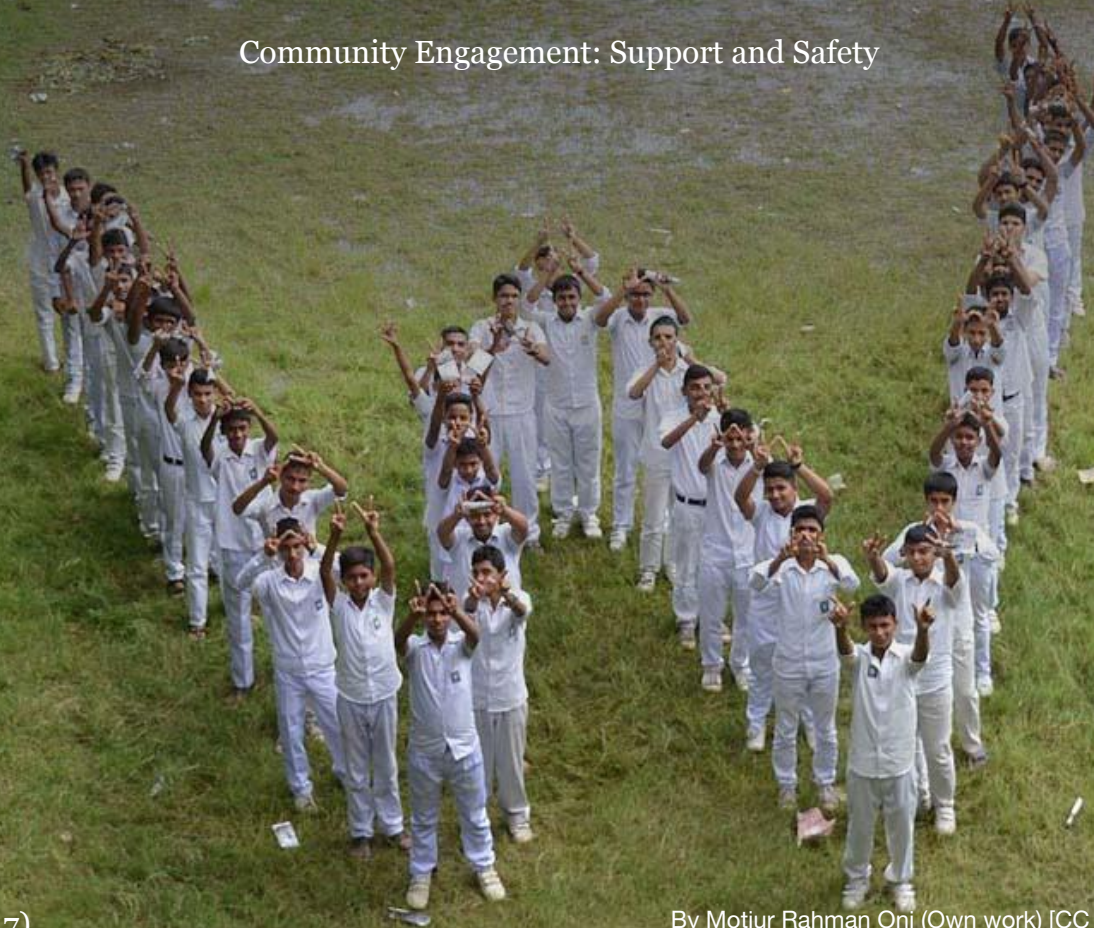
Technology: Analytics Engineering





# Harassment survey results

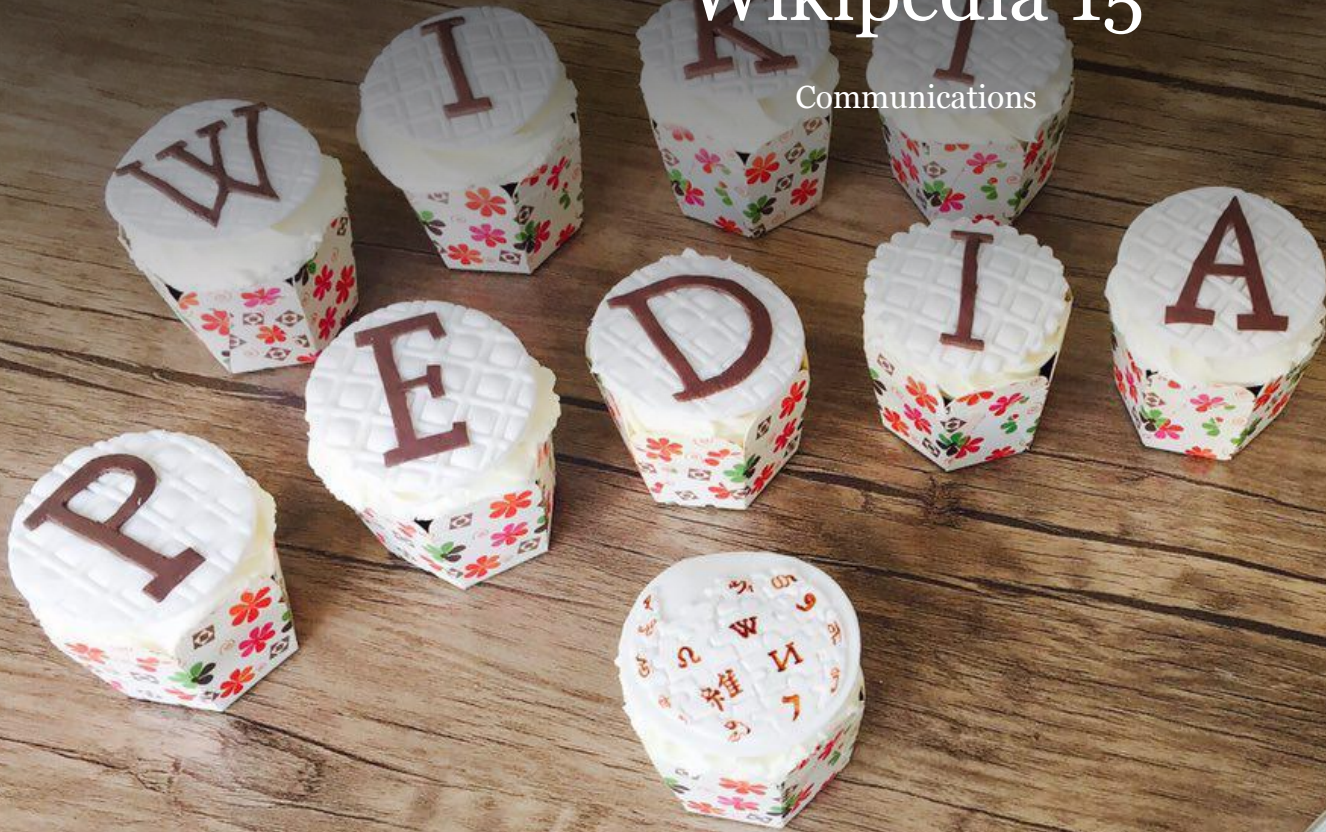
Community Engagement: Support and Safety





# Wikipedia 15

Communications





# Endowment

Advancement





Transitional priorities

# Stabilize, rebuild, unite

- Support the permanent ED search process
- Fill critical operating vacancies, with an emphasis on strengthening the HR function:
  - CTO
  - VP HR; and the employee relations specialist
  - Head of Community Engagement
- Deliver 2016-2017 annual plan for review and approval
- Deliver 2016-2018 Foundation strategy for review and approval
- Implement a plan to address critical engagement survey results

# Fill critical executive vacancies



Katherine Maher  
*Interim* ED



Geoff Brigham  
General Counsel



Jaime Villagomez  
Chief Financial  
Officer



Lisa Gruwell  
Chief Advancement  
Officer



Wes Moran  
VP Product/  
*Interim* VP  
Technology



Chief Technology  
Officer



Joady Lohr  
*Interim* VP Talent &  
Culture



Maggie Dennis  
*Interim* Chief Community  
Engagement Officer



Heather Walls  
*Acting* Director  
Communications



# Proposed search timelines\*

## Alignment & research

Stakeholder engagement  
Job description  
Candidate pool

**ED: April-May**

CTO: Nearly complete  
VP HR: July  
CCE: September

## Outreach & development

Candidate outreach  
Resume review  
Initial screens

**ED: May-June**

CTO: April-May  
VP HR: July-Aug  
CCE: October

## Assessment & selection

Interviews  
Select finalists  
Final interviews

**ED: June-August**

CTO: May-June  
VP HR: Aug-Sep  
CCE: November

## Announcement

Negotiations  
Offer  
Communications

**ED: September**

CTO: June-July  
VP HR: Sep-Oct  
CCE: December

\*Subject to change



# Rebuilding efforts across the Foundation



# Improving engagement and performance

## Nov. staff survey\*

Issue – Environment:  
Aggressive  
communications & poor  
conflict resolution

Issue – Managers not  
managing poor  
performance and poor  
attitude

\*These issues will be revisited in June by CultureAmp, the 3rd party survey provider. Any new interpretations of the data will be provided at that time.

## Measures taken:

- Reduced employee relations situations through proactive issue mitigation
- Hired additional staff for coaching, employee relations, and performance review support
- Reintroduced 1:1 manager training on performance management, conflict resolution, and communications
- Assisting with performance improvement plans for staff that need additional support
- Conducting audit of FY15-16 annual reviews to identify possible org-wide development areas

# Strengthening leadership

## Nov. staff survey\*

Issue – Lack of strategy, frequent/erratic change, and insufficient transparency

Issue – C-team not aligned

\*These issues will be revisited in June by CultureAmp, the 3rd party survey provider. Any new interpretations of the data will be provided at that time.

## Measures taken:

- Submitted [annual plan](#) and [draft strategic plan](#)
- Built interim transition plan
  - [Published transition priorities](#)
- Increased staff consultation on critical processes
  - Annual plan
  - ED search committee
- Increased leadership transparency
  - C-team meetings
  - Retreat minutes
- Filled open positions with trusted internal interims
- Q3 C-team retreat on FY16-17 priorities

# Building strong culture

## Additional measures taken:

- Reintroduced comprehensive, 360 performance reviews and training
- Reintroduced structured off-boarding and exit interviews
- Reintroduced Wikilead leadership development training
- Relaunched OfficeWiki for internal communications & operations updates
- Created new opportunities for constructive staff discussion
- Presented an all-staff session on unconscious bias
- Launched year-long “WellBeing program” to support staff

## Additional measures planned:

- Introducing new onboarding, acculturation, and community orientation
- Clarifying organizational values for incorporation in hiring, reviews, promotions, performance, and terminations
- Introducing FY16-17 program on supporting and promoting diversity



# New engagement survey

A large crowd of people is gathered in a room with high ceilings and large windows. Many people have their hands raised in the air, suggesting an interactive session or a presentation. The lighting is warm and focused on the audience.

- May 2016 for full-time employees and contractors
- Consistent questions with November 2015 for comparative data
- Using Culture Amp for the data collection and presentation of results, for impartial, third-party consistency



# Update: the ‘Knowledge Engine’

## What is the status of grant from the Knight Foundation?

- Our work under the grant will conclude in Q4
- We will complete the majority of tasks defined in the agreement
- We will send a project report to the Knight Foundation upon completion

## Are we still working on the ‘Knowledge Engine’?

- The work and scope of what was known as the ‘Knowledge Engine’ has evolved based on community and staff feedback, organizational changes, and preliminary findings supported by the Knight Foundation grant
- We will continue improving in areas such as on-site search relevance, user experience, multi-language support, multi-projects search, and exploring new data sources for our projects, consistent with the Annual Plan
- We will assess the future of this proposed product based on user need and mission alignment, but we currently have no work planned on a web crawler search engine in any other grants or team roadmaps

# Board discussion

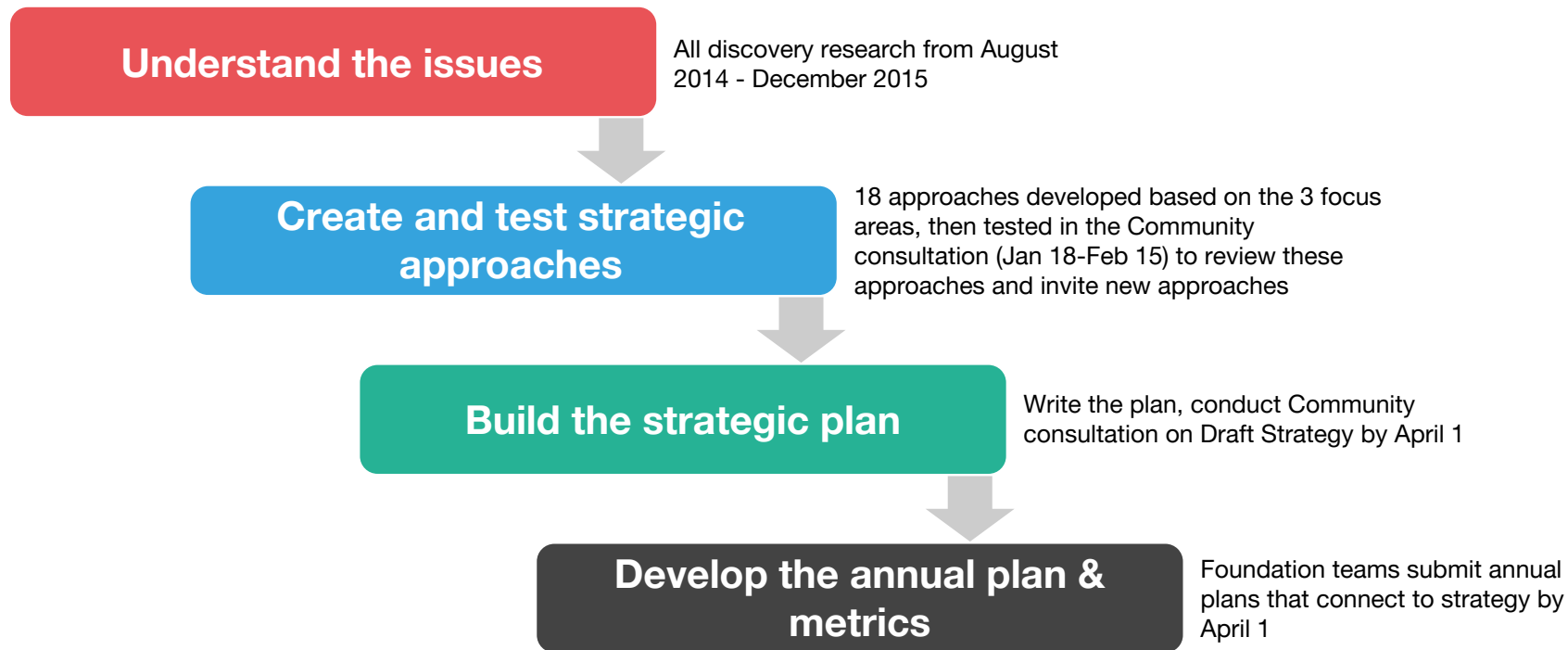




A close-up photograph of a green plant with serrated leaves and a central cluster of small, light green buds or flowers. The leaves are vibrant green with prominent veins and serrated edges. The central cluster consists of many small, rounded buds or flowers, some showing a yellowish-green hue. The background is a soft, out-of-focus green.

# Strategic plan

# The strategic planning process





# Strategic priorities

## Reach

We will better understand and respond to the needs of our global users so that more people can share in free knowledge.

## Communities

We will increase volunteer retention and engagement through improved programs, experiences, and resources.

## Knowledge

We will increase and diversify knowledge by developing high-priority curation and creation tools for user needs.

# Strategy

- The 2016 [strategy](#) is our guiding direction for the next 18-24 months
- The [strategic priorities](#) anchor our FY16-17 annual plan
- The coming year presents an opportunity:
  - To envision the future of our movement
  - To consider our strategic challenges
  - To plan for the sustainability of the community and projects
  - To continue to explore funding, partnership, and distribution opportunities
  - To further investigate technology and information trends

A lush green forest with tall trees and a sun flare in the background. The scene is filled with vibrant green foliage, with sunlight filtering through the canopy, creating a bright and airy atmosphere. The trees are tall and slender, with dense green leaves. The ground is covered in grass and undergrowth. The overall mood is peaceful and natural.

# Annual Plan





Invest in strategic programs

Improve our core infrastructure

**Set the stage for long-term sustainability.**



# Annual plan timeline

April 1 Posted on Meta (FY16-17 Annual Plan & revised Strategy)

April 1-30 Draft of Annual Plan / Strategy available for comments

May 13-15 FDC deliberations in Warsaw

May 26 Revised Annual Plan given to Audit Committee and WMF Board

by June 30 Board votes to approve annual plan

July 1 FY16-17 begins

# Annual Plan budget: 43 million USD devoted to strategic initiatives



\* Non-programs include operations (Advancement, Finance/Admin, Talent and Culture, Legal)

# FY16-17 key initiatives: Reach

- Improve **user insights**
  - Improve analytics capacity and infrastructure, data display, processing, and database compatibility
  - Extend qualitative and quantitative research capabilities, improve user insight tools, conduct evaluative and generative research
  - Design and test new interfaces for improved usability
  - Integrate efforts across Product and Community Engagement teams
- Invest in **new readers**
  - Conduct generative and market research in Nigeria, India, Mexico
  - Build interfaces, partnerships, and campaigns to engage new users



Deep dive:

# New Readers project

*Targeting areas with low awareness and usage*



# FY16-17 key initiatives: Communities

- Community leadership development and mentoring
  - Peer Leadership Academy, peer mentoring engagement, online scalable training modules
- Improve information and knowledge management
  - Central Wikimedia resource center, events and programs dashboard
- Reduce and mitigate harassment
  - Training for on-wiki and off-wiki issue resolution
- Introduce critical program support that scales
  - GLAM, global education, Wikipedia Library
- Streamline grantmaking and evaluation process
  - Maintain level of grants support as proportion of overall budget
- Continue legal defense of users and policy advocacy

Deep dive:

# Community leadership development and mentorship





# FY16-17 key initiatives: Knowledge

- Develop priority content-creation and editing tools
  - Improve mobile editing, content translation, multilingual support, support tools for more content types, consistent interfaces
- Improve and develop critical open services
  - Improve rendering services through APIs, revision scoring and artificial intelligence, simplify extensions and libraries for editing features
- Introduce or refine new content creation tools
  - Maps services, graphs, supporting templates, contributor workflows, diff and history improvements
- Develop and support tools for high-volume contributors
  - Support the Community Wish List and Tools Lab



Deep dive:  
Priority tools

# FY16-17 key initiatives: Core infrastructure

- Site reliability
- Site performance (page delivery, software testing)
- Site security and privacy protection
- Analytics, data processing, and display
- Non-program work of Legal, Finance/Admin, Advancement, and Talent & Culture



# Board discussion



# Photo attributions

## **C-team images**

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Thank you



WIKIMEDIA  
FOUNDATION



# Appendix A

## Slide 9: New Wikipedia app for iOS

- Last month, the Foundation shipped the 5.0.0 version of the app
- Weekly retention goal hit: user retention increased by 26% (from 11% to 15%)
- Press: More than 70 stories in 19 countries
- Introduced a "feed": Image of the day, featured article, most visited articles (using new page view API), recommendations based on reading history
- Next steps are to assess with Comms and Partnerships additional distribution opportunities (Apple Features, other forms of awareness building)
- Part of the Foundation's "Improve the Encyclopedia Experience" strategic pillar

# Appendix B

## Slide 10: New search completion suggester

- Enables people to find what they're looking for more easily
- Zero results rate now 22% from 30+% as a result
- Plus an increase in user satisfaction with search (28% increase)
- Things the completion suggester does that the old search system did not include:
  - The completion suggester can correct up to two typos in the user's search
  - Redirects are handled in more clearly, meaning fewer typos suggested as search results
  - Result ranking significantly improved; now includes factors such as page views
- More information: [Wikimedia Blog](#)

# Appendix C

## Slide 11: New unique devices dataset

- Traditionally relied on Comscore for unique user information, but this became inaccurate
- Uniques by device dataset will enable baselines to be set and track our progress towards this goal across Reading, Comms and Partnerships
- More information: [Research:Unique Devices on Meta-Wiki](#), [Wikimedia Blog](#)



# Appendix D

## Slide 12: Harassment survey results

- More information: [Report on Wikimedia Commons \(PDF\)](#)

## Slide 14: Endowment

- Endowment Director hired, launched on time for Wikipedia 15
- On track to recruit 3 Board members by end of July 2016
- Goal for next year: \$5 million in cash donations, 5 planned giving commitments (roughly valued at \$5 million). We will not see planned gifts for a while.

# Appendix E

## Slide 13: Wikipedia 15

- Birthday site earned 6.5 million pageviews from 170 countries in 6 days
- Messages of appreciation for Wikipedia from 100,000 people on Twitter, 92,000 on Facebook
- Tweets from Tim Berners-Lee, Metropolitan Museum of Art, Arianna Huffington, British Museum
- Over 850 articles published in 80 countries. More than 80% positive
- Wikipedia 15 banners translated to 143 languages
- Long-term goodwill for the brand continues to far outweigh bad moments in our history
- More information: [Campaign report](#)
- Team has begun A/B testing brand messaging on social to determine the most engaging messages before key moments. For Wikipedia 15, the Digital Comms team tested more than 6 potential approaches and determined clear winners to use in site & messaging

# Appendix F

## Slide 35: New Readers research project

- Cross-department project that seeks to spread the knowledge to areas that have low awareness and usage of Wikimedia
- Focus on 6 priority countries this year: Mexico, Brazil, Nigeria, Egypt, India, Indonesia
- Goal: To increase our total reach by 5%, i.e. 20 million new readers in targeted geographies (about 1% of the total population in these targeted areas)
- Three phases: Research, product development, and launch
- More information: [Project page on Meta-Wiki](#)



# Appendix G

## Slide 37: Community leadership, development and mentorship

- The [Peer Leadership Academy](#) aims to provide learning support to 300+ community leaders through the "train-the trainer" design to learning events and resources
- WMF also working on the "[Wikimedia Resource Center](#)", a single entry point for community members to discover and access WMF-related support
- "[Program and Events dashboard](#)" will allow leaders to design, deliver, and evaluate programs
- This goal also includes supporting grantees and the FDC decision-making process through improved data management and tools for reporting program outcomes.
- Support and Safety team also developing training tools
  - Offering those in leadership roles training on how to curtail harassment of volunteers, how to arbitrate and resolve disputes, and how to manage our "event ban" policy

# Appendix H

## Slide 39: Priority tools

- Priority tools are those the Foundation feels will most quickly help us expand reach, knowledge contribution, and improve the readership experience.
  - Examples: mobile editing, content translation, multilingual support, support tools to add different types of content, creating consistent interfaces across projects.
- The focus for FY16-17 will be on Visual Editor for mobile.
- Also focusing on content translation tools. Better tools and multilingual support will allow us to share content with these emerging projects.
- Will also be focusing on tools that allow easier uploading of diverse content types: Images, video, animations, and more.