

2012–13 Year-to-Date and Lookahead to Planning for 2013–14

WMF Board of Trustees meeting
1 February 2013, San Francisco
Prepared by WMF senior staff



Background & context

This is the one time each year in which the Board gets a formal presentation from the full senior team on the organization's activities. Last year you found this useful and asked us to keep doing it.

This will be mostly a download.

But, feel free to ask questions throughout. There will be time for preliminary discussion at the end, and tomorrow we will have two hours devoted to getting your input.



Goals

1. To share with the Board what's happened in the first six months of 2012-13;
2. To give the Board an opportunity to reflect on where we're at, and decide whether it wants to refine or revise its general direction as we begin planning for 2013-14.



Agenda

1. Recap 2012-13 plan basics: targets, finances/staffing, key activities Sue 15 minutes
2. Deep dives into programmatic departments: Product & Engineering and Grantmaking & Programs Erik, Anasuya, Frank 1 hour 45 minutes

LUNCH BREAK

3. Assessment of where we're at against plan: basics, activities and targets Sue, Erik, Frank 30 minutes
4. Learnings from 2012-13 thus far, and lookahead to our initial thinking about 2013-14 Sue 30 minutes
5. Questions and preliminary discussion All 30 minutes



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Recap: 2012-13 plan finances

The 2012-13 plan calls for a 32% increase in revenue from 2011-12 projections, to \$46.1 million. We plan to increase spending from 2011-12 projections of \$27.2 million to \$42.1 million, including the \$11.2 million allocated to the FDC process. The reserve is planned to grow 13% from 2011-12 projections, to \$31.7 million.

** Wikimedia Foundation 2012-13 plan, slides 54 and 55, http://upload.wikimedia.org/wikipedia/foundation/4/4f/2012-13_Wikimedia_Foundation_Plan_FINAL_FOR_WEBSITE.pdf*

Please note in this deck all slides that are greyed out are direct quotes from the 2012-13 plan or from the Board-approved Narrowing Focus proposal.



Recap: 2012-13 plan staffing

The 2012-13 plan reflects our continued desire to invest in programmatic capacity by growing the staff, with an emphasis on thoughtful recruitment and integration of new people. In 2012-13, we plan to grow the staff 46% from 119 to 174.*

* *Wikimedia Foundation 2012-13 plan, slides 54 and 55, http://upload.wikimedia.org/wikipedia/foundation/4/4f/2012-13_Wikimedia_Foundation_Plan_FINAL_FOR_WEBSITE.pdf*

(Please note that Narrowing Focus removed 10 FTEs from the 2012-13 plan, leaving us with an adjusted EOF target headcount of 164.)



Recap: Narrowing Focus 'What We Are'

- **Engineering:** We are responsible for the Wikimedia sites (hosting & code), which means we first and foremost should strive to be a world class engineering and product development organization. These are the primary mechanisms we have to influence the size, health and effectiveness of the Wikimedia community.
- **Grantmaking:** We are stewards of the Wikimedia trademarks and the annual site-wide fundraising campaign, have ultimate responsibility for extending affiliation and financial support to individuals and organizations seeking to support Wikimedia above and beyond direct participation on the websites. This includes giving out money, and supporting the creation of excellence in programmatic activities movement-wide.



Recap: Narrowing Focus 'Top Priorities'

- **Visual Editor** -- creating a first-rate editing experience that doesn't require markup
- **Editor engagement** -- finding & productizing ways to engage new editors
- **Mobile** -- enhancing the user experience for users on mobile devices, including expanding access via Wikipedia Zero
- **Expanded grant-making capacity** (FDC plus next-iteration WGP). Improving grantmaking so it's strategic, impactful, accountable.



2012-13 Plan Targets

Stabilize number of active editors (all projects except Commons) to 86,000 by July 1, 2013 from 85,000 in March 2012.

We're currently seeing a 1.5% y-o-y decline in active editors for all projects combined, and we believe reversing the decline will take sustained effort on multiple fronts. In 2012-13, we hope that the following initiatives will contribute materially to growing the community of (text) contributors: editor engagement features, editor engagement experiments, visual editor, internationalization, and site performance improvements.

Increase the number of contributors who make at least one upload to Wikimedia Commons from 18.6K in March 2012 to 25K in June 2013, including 1K mobile uploaders per month (from 0).

There is a huge opportunity to increase the number of people donating images to the projects. The number of contributors to Commons grew by about 25% from March 2011 to March 2012, compared with ~12% in the prior year. We attribute this to two factors: The upload usability improvements made by the WMF (rolled out in May 2011), and the very successful "Wiki Loves Monuments" competition run by a number of chapters in fall 2011. In 2012-13, the WMF will for the first time provide a mobile app to support Wiki Loves Monuments, and will invest generally in mobile uploading and quality control. We will also continue to make usability and integration improvements to drive overall growth.



2012-13 Plan Targets (cont.)

Continue to expand participation in the Global Education Program from 79 to 150 classes with at least 50% female participation, leading to an increase in quality content added by students from 19M characters in 2011-12 to at least 25M characters in 2012-13.

Professors assigning article-writing to their classes is a model that has generated lots of high-quality material for Wikipedia. In 2011-12, the WMF was able to grow the number of classes participating in the program from 33 (spring term 2011) to 79 (spring term 2012), despite spending less than in the previous year. After executing well-documented pilots in India, Brazil and Egypt, our goal now is to use what we have learned from these pilots to establish sustainable programs in all three strategic target geographies by the end of 2012-13, making sure that our growth rate is both ambitious and aligned with the ability of the existing communities to support it. We will also be further supporting the successful programs in the U.S. and in Canada, while preparing to hand over those two programs entirely to the community by mid-2013. We assume that at least 50% of the new contributors (globally) will be women.



2012-13 Plan Targets (cont.)

Increase active editors in priority geographies (India, Brazil and Arabic language region) by 800 active editors with focus on quality contributors that can help build small-to-medium sized projects and add diversity to larger projects rather than pure quantity.

Opportunity: Contribute to the growth of Indian EN:WP active editors from ~1,500 to 1,750 by June 2013; Support five Indic language projects to expand their communities by at least 50% contributing to growth of at least 200 new editors on Indic language projects; Contribute to the growth of AR:WP active editors from ~650 to 1,000 by June 2013; Contribute to the stabilization and growth of the Brazilian PT:WP active editor community from 1,500 to 1,700.

Narrowing Focus de-prioritized this



2012-13 Plan Targets (cont.)

Reach 4 billion mobile page views per month by June 2013 with at least 15% from the Global South. Serve 200 million page views/month at no charge via Wikipedia Zero partners in the Global South.

Opportunity: Continue strong growth of mobile PVs worldwide, based on current trajectory. Currently, the Global South represents 12% of total mobile page views; 15% represents accelerated growth in the Global South v. Global North in an environment of high growth across the board. We will initiate and launch partnerships with mobile operators representing 600 million subscribers in 2012/13. 13% of these subscribers have mobile Internet today and we assume 20% would read Wikipedia regularly (slightly lower than our global average WP penetration rate). This results in 15 million readers. Assume 12 pageviews/month/reader based on data from Telefonica experience.



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ERIK -- VISUAL EDITOR & EDITOR ENGAGEMENT

30 MINUTES



NF Priority 1: Visual Editor

- Wikimedia's highest priority engineering initiative
- Team:
 - Product Owner: James Forrester
 - Lead Engineers: Trevor Parscal (editor), Gabriel Wicke (parser)
 - Developers: Roan Kattouw (p/t), Rob Moen, Timo Tijhof (p/t), Mark Holmquist, Submaranya Sastry, Inez Korczyński (Wikia), Christian Williams (Wikia)
- Commitments in Annual Plan:
 - Limited English Wikipedia release for real-world editing in December 2012
 - Deployed to majority of Wikimedia wikis and ready for default usage by July 2013

SCREENSHOT - PRODUCTION



WIKIPEDIA
The Free Encyclopedia

[Eloquence](#) [Talk](#) [Preferences](#) [Watchlist](#) [Contributions](#) [Log out](#)

Article **Talk**

[Read](#) [Edit](#)

[VisualEditor](#)

[View history](#)



Search



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[Recent changes](#)

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Languages

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Yamato people

From Wikipedia, the free encyclopedia

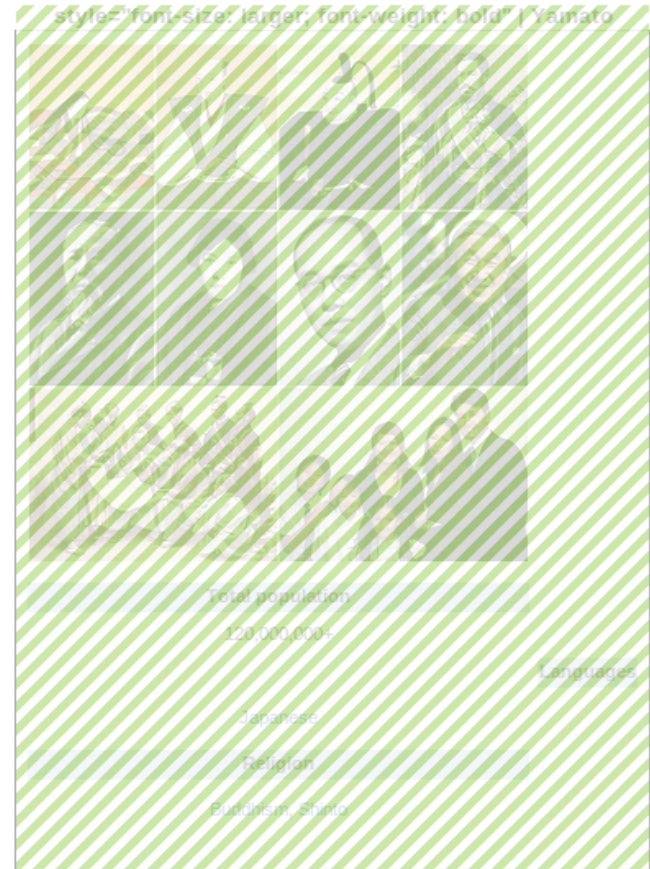
Yamato people (大和民族 **Yamato minzoku**[?], also in older literature *Yamato race*) and **Wajin** (和人 **Wajin**, literally "*Wa people*")^[1] is a name for the dominant native ethnic group of Japan. It is a term that came to be used around the late 19th century to distinguish the residents of mainland Japan from other minority ethnic groups who have resided in the peripheral areas of Japan, such as the [Ainu](#), [Ryukyuan](#)s, [Nivkh](#), [Oroks](#), as well as [Koreans](#), [Taiwanese](#), and [Taiwanese aborigines](#) who were incorporated into the [Empire of Japan](#) in the early 20th century. The name was applied to the [Imperial House of Japan](#) or "Yamato Court" that existed in Japan in the 4th century, and was originally the name of the region where the Yamato people first settled in modern [Nara Prefecture](#), later named the [Yamato Province](#). Generations of Japanese historians, linguists, and [archeologists](#) have debated whether the word is related to the earlier [Yamatai](#) (邪馬台?).

Etymology

Further information: [Wa \(Japan\)](#) and [Yamatai](#)

Wa (Yamato) was a name early [China](#) used to refer to an ethnic group living in [Japan](#) around the time of the [Warring States](#). Chinese scribes regularly wrote [Wa](#) or [Yamato](#) in Chinese characters, but the character [倭](#) was adopted in [Japan](#) in the 7th century, meaning "Great Yamato" (e.g., such as [Wa](#) pronunciation [Yamato](#) speculated to originate from the [Yamato](#) mountain range). Although the etymology of the word is uncertain, Carr (1992:9–10) (transcribing [Ja](#)

Japanese scribes regularly wrote [倭](#) in Chinese characters, but the character [大](#), literally "Great", was used to refer to the existing name [Yamato](#) (大和) in the 19th century (during the [British Empire](#)). The character [大](#) is one of its constituent characters; it is the character for "Mountain Gate" (山戸).^[2] Chinese historical texts recorded an archaic pronunciation of something like **Wā* or **Wər* 倭. The etymology ranging from feasible to "our" and [ware](#) 我 "I; we; oneself")



SCREENSHOT - PRODUCTION

We have run roundtrip-tests on **99782** articles, of which

- **99.99%** parsed without crashes
- **95.38%** round-tripped without semantic differences, and
- **75.86%** round-tripped with no character differences at all.



Latest revision:

Git SHA1	bf2df1bf89e38fe6287e26ce13f6bb803dbbfff03
Test Results	1221
Regressions	0
Fixes	0

Averages (over the latest results):

Errors	0
Fails	0.08
Skips	2.33
Score	146.23

More details:

- [Results by title](#)
- [Top regressions](#)
- [Top fixes](#)
- [Non-existing test pages](#)
- [Histogram of failures](#)
- [Histogram of skips](#)
- [List of all tested commits](#)



NF Priority 1: Visual Editor

- Limited English Wikipedia release for real-world editing in December 2012
 - **Done.** Opt-in user preference.
 - Real world edits are possible; >500 edits so far.
 - Lots of content cannot be edited yet.
 - Requiring pre-save review until parser consistently produces clean diffs.
- Deployed to majority of Wikimedia wikis and ready for default usage by July 2013
 - **Ambitious, but still on track for going default on Wikipedia.** Sister projects often use specialized extensions that will require additional work.



NF Priority 1: Visual Editor

Scope for July 2013 as of January (may change!):

- Be able to edit the majority of content that new users will be expected to create or alter (text, links, lists, categories, images, references, and at least the core ‘basic’ templates like `{{cite web}}`); *not* tables yet.
- A parser that copes with a greater range of wikitext variations, as a service scaled to handle Wikimedia’s edit rate (~10/second).
- Replacing the “Edit” button (the wikitext editor will still be available through “Edit source”) on all language Wikipedias and possibly Meta and Commons.
- Basic support for template metadata so that Visual Editor can provide friendly forms



NF Priority 2: Editor Engagement

Beyond wiki markup, we know that there are additional challenges deterring new editors:

- High UX complexity throughout, beyond editing
 - Talk pages
 - Workflows of various kinds
- Likelihood to get reverted / negative warning / criticism is high
- Discovering entry-level tasks (i.e., things to do) is hard
- Aside from watchlist (which mostly serves experienced users), few mechanisms that incentivize continued engagement

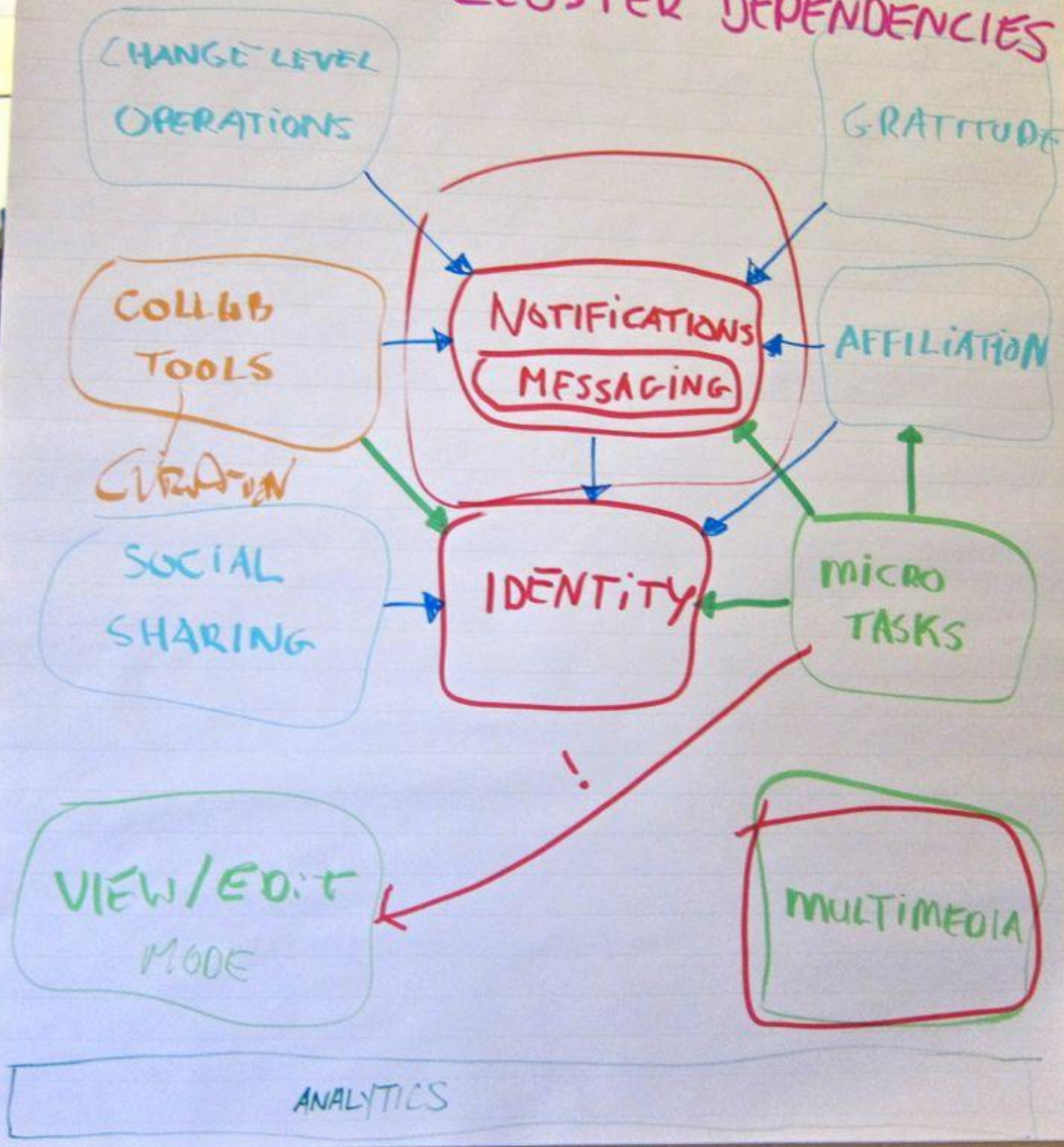


NF Priority 2: Editor Engagement

Editor engagement work at WMF is done by two teams:

- the original editor engagement team ("E2")
 - Focus on larger **system-level features**
 - Product Owner: Fabrice Florin
 - Lead Developer: Ryan Kaldari
 - Developers: Benny Situ, Matthias Mullie, Luke Welling, Andrew Garrett (very p/t)
 - Design: Vibha Bamba, Brandon Harris
- the editor engagement experimentation team ("E3")
 - Smaller, **focused interventions**
 - Product Owner: Steven Walling
 - Devs: Ori Livneh (lead), S Page, Matt Flaschen
 - Research: Dario Taraborelli, Ryan Faulkner, Maryana Pinchuk (split research/product role)
 - Design: Munaf Assaf

FEATURE CLUSTER DEPENDENCIES



88. IDENTILK 2014

Statistics
- 80% of users who register do not make a post
- 80% of messages in threads are sent to both a
- 80% of those messages are sent to
- 80% of those messages are sent to
- 80% of those messages are sent to

Handwritten notes on a bulletin board.



ALL NON-COMPOSTABLE GARBAGE GOES HERE
Trash & Meat

Handwritten notes on a notebook.



NF Priority 2: Editor Engagement

Echo (Notifications)

- Infrastructure for delivering various types of notifications
- Unified mechanism for keeping users informed & calling them back
- Beginning with existing ones (superseding "You have new messages") and some new ones (e.g. reverts)
- Foundation for other features, we don't expect it to move the needle immediately
- Challenges: Scaling, UX (notification management)
- Commitment in Annual Plan:
 - Implement shallow notifications system for user-relevant events by end of Q2.
 - Launch scalable notifications system by end of Q4.



MediaWiki.org Discussion

- Main page
- Browse categories
- Community portal
- Recent changes
- Tech blog

- Support
 - User help
 - Technical manual
 - FAQ
 - Support desk

- Download
- Development
- Communication
- Print/export
- Toolbox

Welcome to MediaWiki

MediaWiki is a free software open source project developed by several other projects of the non-profit Wikimedia Foundation. MediaWiki.

Use the links below to explore the site. The default documentation language is English.

For general questions about MediaWiki, see the help pages.

[About this site](#)

Using MediaWiki



What is a wiki?

- Learn [how to navigate](#)
- Learn [how to edit a page](#)
- Get [more help](#)

Current version

- 1.20.2 – 2012-12-04
- 1.19.3 – 2012-11-30

[Download](#)

My notifications

DarTar posted on your talk page.
Do you get a scrollbar yet?: new section
 02:03, 4 January 2013

Your edit on [User talk:Fabrice Florin](#) has been reverted by [LWelling](#) ([Show changes](#))
Making test edits so Fabrice gets some notifications.
 02:02, 4 January 2013

Kaldari reviewed a page you started: [Tamalpais Valley](#)
 02:02, 4 January 2013

[Article feedback/Version 5/Links](#) was linked by Fabrice Florin from this page: [Editor Engagement/2013 strategy](#)
 02:00, 3 January 2013

Fabrice Florin posted on your talk page.
Added note to test first Echo prototype
 01:31, 1 January 2013

Steven (WMF) posted on your talk page.
Testing: This is an edit, not a new comment. Let's see what happens.
 20:28, 2 August 2012

Tychay posted on your talk page.
Testing: new section
 20:13, 2 August 2012

[» All notifications](#)

[Preferences](#)

• 2012-11-30: 1.20.1, 1.19.3, 1.18.6 released

[MediaWiki 1.20.1, 1.19.3 and 1.18.6 security](#)

[Meetup](#)

January 17, 2013 - San Francisco, California, USA

Your article was reviewed



Inbox x



Wikipedia <noreply@wikipedia.org>

to me ▾

Dec 3 (1 day ago) ☆



Images are not displayed. [Display images below](#) - Always display images from noreply@wikipedia.org



The [Construcciones y Auxiliar de Ferrocarriles](#) was reviewed with the following tags & comment

Tags: Copyright infringement, Original Research

I just wanted to let you know that your article will be deleted. If you have any questions please contact me on my talk page.

[View Tags](#)



To control which emails we send you, visit: <http://www.wikipedia.org/username/settings>

This email was sent by Wikipedia, 149 New Montgomery Street, Sf 94131



Click here to [Reply](#) or [Forward](#)



NF Priority 2: Editor Engagement

Echo commitments:

- Implement shallow notifications system for user-relevant events by end of Q2.
 - **Done.** Shallow implementation was deployed to mediawiki.org atxs end of Q2. Not widely deployed as we need scalable backend for en.wp rollout.
- Launch scalable notifications system by end of Q4.
 - **On track.** Our goal is to deploy with a new backend to en.wp by the end of Q3.



NF Priority 2: Editor Engagement


Flow


- Alternative to talk page paradigm
- Rather than all-in-one replacement (LiquidThreads), start with manageable use case: user-to-user communication
 - User talk pages particularly broken, critical to new editor experience
- Foundation for single feed of relevant events (e.g. including edit suggestions, invitations and notices of various types, etc.)
- Commitment in Annual Plan:
 - Launch new user-to-user messaging and scalable notifications system by end of Q4


Enter search or filter terms (tags allowed)


Fusce dapibus, tellus ac cursus commodo
 2 6 responses (2 unread) Tagged: lorem, dolor, ipsum Last updated XX time ago


Nullam id dolor id nibh ultricies vehicula ut id elit.
 Last updated XX time ago

 **Jorm** (talk · contribs) XX time ago
 XYZ edits since 14 August 2010 · userright · staff · reviewer
 Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.
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 **Werdna** (talk · contribs) XX time ago
 XYZ edits since 14 August 1999 · userright · sysop · reviewer
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 **Jorm** (talk · contribs) XX time ago
 XYZ edits since 14 August 2010 · userright · staff · reviewer
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 **Werdna** (talk · contribs) XX time ago
 XYZ edits since 14 August 1999 · userright · sysop · reviewer
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 Integer posuere erat a ante venenatis dapibus posuere velit aliquet. Maecenas faucibus mollis interdum. Sed posuere consectetur est at lobortis. Cras mattis consectetur purus sit amet fermentum. Duis mollis, est non commodo luctus, nisi erat porttitor ligula, eget lacinia odio sem nec elit. Morbi leo risus, porta ac consectetur ac, vestibulum at eros. Nullam quis risus eget urna mollis ornare vel eu leo.
 Donec id elit non mi porta gravida at eget metus. Integer posuere erat a ante venenatis dapibus posuere velit aliquet. Donec id elit non mi porta gravida at eget metus. Fusce dapibus, tellus ac cursus commodo, tortor mauris condimentum nibh, ut fermentum massa justo sit amet risus. Donec ullamcorper nulla non metus auctor fringilla.

 **Isarra** (talk · contribs) XX time ago
 XYZ edits since 14 August 1999 · autoconfirmed
 Donec id elit non mi porta gravida at eget metus. Vestibulum id ligula porta felis euismod semper. Vestibulum id ligula porta felis euismod semper. Lorem ipsum dolor sit amet, consectetur adipiscing elit. Vestibulum id ligula porta felis euismod semper. Vestibulum id ligula porta felis euismod semper.

 Respond to this...



Cartoon Network page

Foozie Bear
Hiya Hiya Hiya!!

I noticed my Cartoon Network page has been deleted. I was just wondering why, I'm not sure if it was you who deleted it, I just wasn't sure who to ask.

I thought it would be necessary, since there are so many Muppet connections to them, and a while ago, when I was going through the Wanted Pages, I saw that listed there. I mean, it said it was wanted...?

6 days ago



Aleal

It depends on "awhile ago." Things on "Wanted" are because of redlinks, but I took all of those off for Cartoon Network many many months ago, so it can't have been that recent. The only legit connection really is [Big Bag](#), since they aired and co-produced it, but the rest is just listing shows that aired on Cartoon Network that had mentions, and that's not how we do network pages (we don't have pages for Comedy Central or the Food Network either). As you can see from the history, the page had been deleted multiple times before as well. So that's the main reason why, and our general policy not to create a page that really only repeats info from other pages (that's even a [policy](#)).

Now you didn't know that (and we also had a period where things were getting out of control with pages for networks, and not just those like [NBC](#) and [ABC](#) and [PBS](#) that aired major Muppet series, were often spoofed or mentioned, which Jim Henson or the Henson Company had direct dealings with in selling shows, some of which were rejected or canceled after a pilot, and so on), but that's why, plus read the edit summary that Jon left over the deletion (and if you didn't see it, check recent changes and go beyond the fifty choices). Sometimes we admins do get too busy and just revert or delete, but Jon left an explanation: "previously deleted; much of the info is carried over from The Dark Crystal (TV) page, making this page redundant."



NF Priority 2: Editor Engagement

Flow commitments

- Launch new user-to-user messaging and scalable notifications system by end of Q4
 - **Unlikely beyond early prototypes.** Our focus is still on ensuring a robust and quality user experience for Echo before shifting gears. Our goal is to at least have a first prototype of Flow running on mediawiki.org by Q4.
 - We're assessing the Wikia codebase to see if it can be built upon. However, Wikia itself currently has limited resourcing on messaging.
 - Along with Visual Editor, full implementation of Flow (beyond user talk pages) will likely be our single most complex engineering effort in 2013-14.



NF Priority 2: Editor Engagement

Editor engagement experiments (E3)

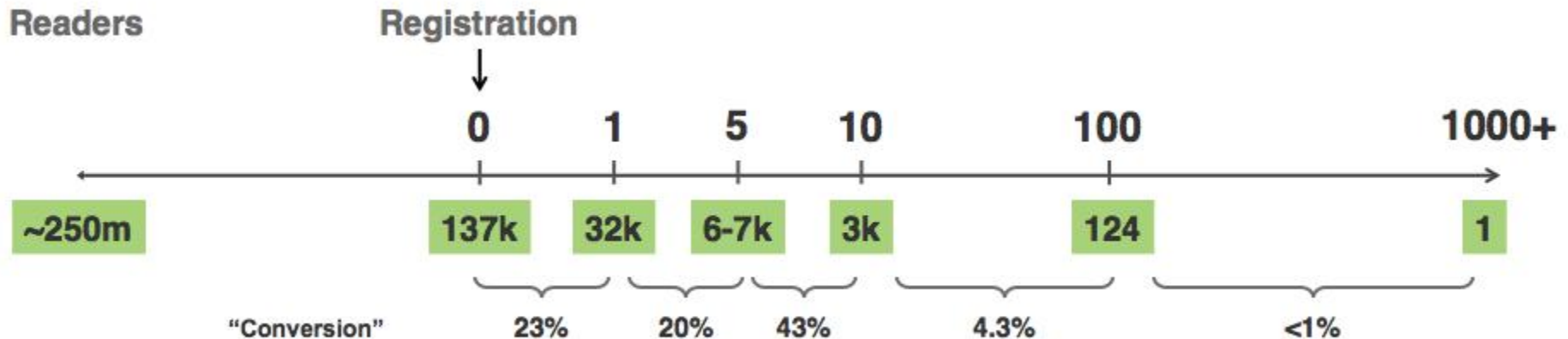
- Focused interventions to move the needle
- Strongly data-driven approach, builds some of its own analytics tooling
- Annual Plan commitment:
 - Conduct a minimum of 15 product and community experiments designed to directly increase new editor engagement and retention.
 - Around October, we shifted from granular, disconnected experiments to working within a user lifecycle framework
 - Most of our effort is spent on technology interventions, rather than community experiments

User Lifecycle Framework

Enables team to break down editor engagement problem into smaller components

English Wikipedia, October 2012

of users that register and cross an edit threshold in 30 days



- For context, English Wikipedia Active Editors/Month: ~32k
- Approximately 18% of active editors in any given month joined in that month
- Current focus is on the post-registration stage of the funnel, since intent to help Wikipedia (which may or may not translate to intent to edit!) is high, and we currently lose a lot of people at this stage.

Account Creation Improvements

Old Interface

The screenshot shows the 'Log in / create account' page on the old Wikipedia interface. The page has a complex layout with a large sidebar on the left containing navigation links like 'Main page', 'Contents', and 'Random article'. The main content area is titled 'Log in / create account' and features a 'Create account' section. This section includes a 'Choose a username and password' step with a list of suggestions (e.g., 'Compa', 'Domain', 'Names') and a 'Prove you're human' step with a CAPTCHA image showing the word 'sulkkhan'. Below these are input fields for 'Username', 'Password', 'Retype password', and 'E-mail (optional)'. A note at the bottom states: '* You do not have to provide an e-mail address, but if you forget your password, you will not be able later on, or change it. If you change your e-mail address, you will need to reconfirm it. You also need to provide an e-mail address if you wish to enable the "Email this list" feature in all

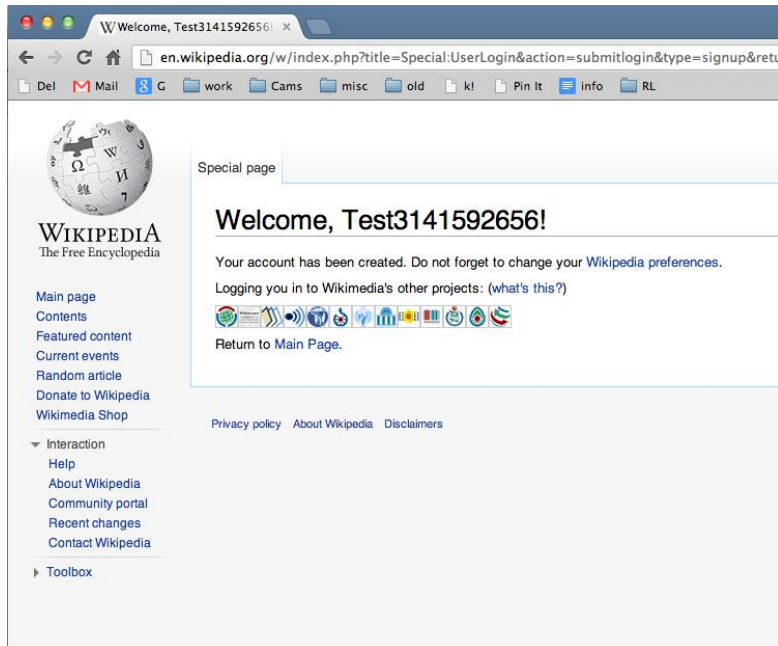
New Interface

The screenshot shows the 'Create an account' page on the new Wikipedia interface. The layout is cleaner and more focused. It features a 'Joining Wikipedia is free.' section with a 'Create account' button. The form includes fields for 'Username (help me choose)', 'Password', 'Confirm password', 'Email address', and a 'Security check' with a CAPTCHA image showing the word 'adeptzaire'. A 'Why create an account?' section on the right lists benefits like 'Create articles', 'Add photos and video', and 'Become a part of the Wikipedia community'. A note at the bottom states: '* You do not have to provide an e-mail address, but if you forget your password, you will not be able later on, or change it. If you change your e-mail address, you will need to reconfirm it. You also need to provide an e-mail address if you wish to enable the "Email this list" feature in all

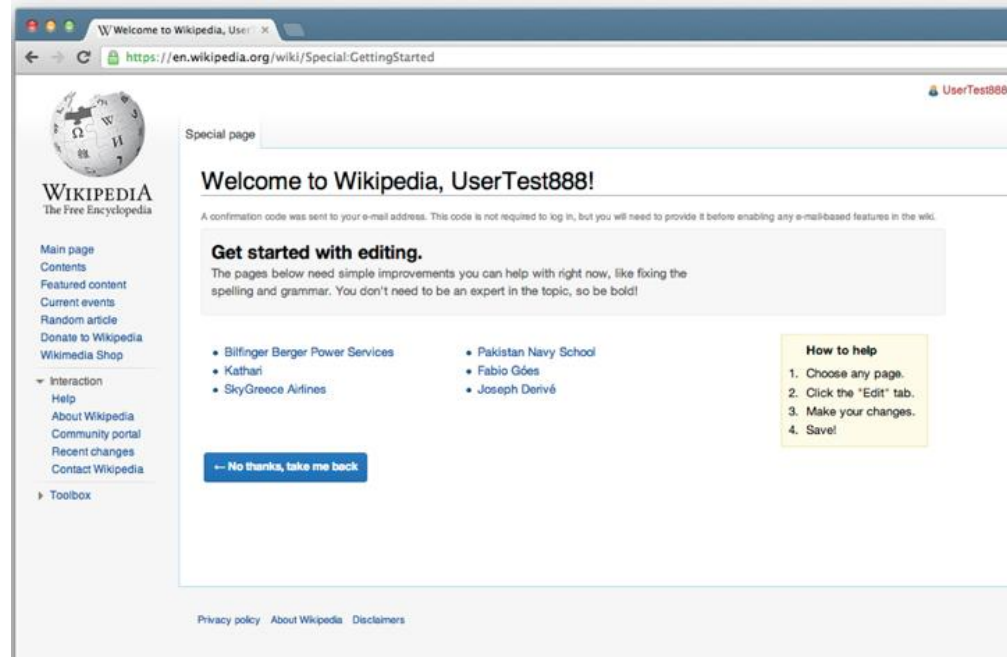
- 4% increase in conversion rate (28.6% --> 32.6%), but negligible impact on active editors
- Improvements could result in 5,000 additional registrations/month on enwiki
- But without other changes, we don't expect impact on active editors

"Getting Started" Onboarding Improvements

Old Interface



New Interface



Attempt edit in 24 hours 27.2%

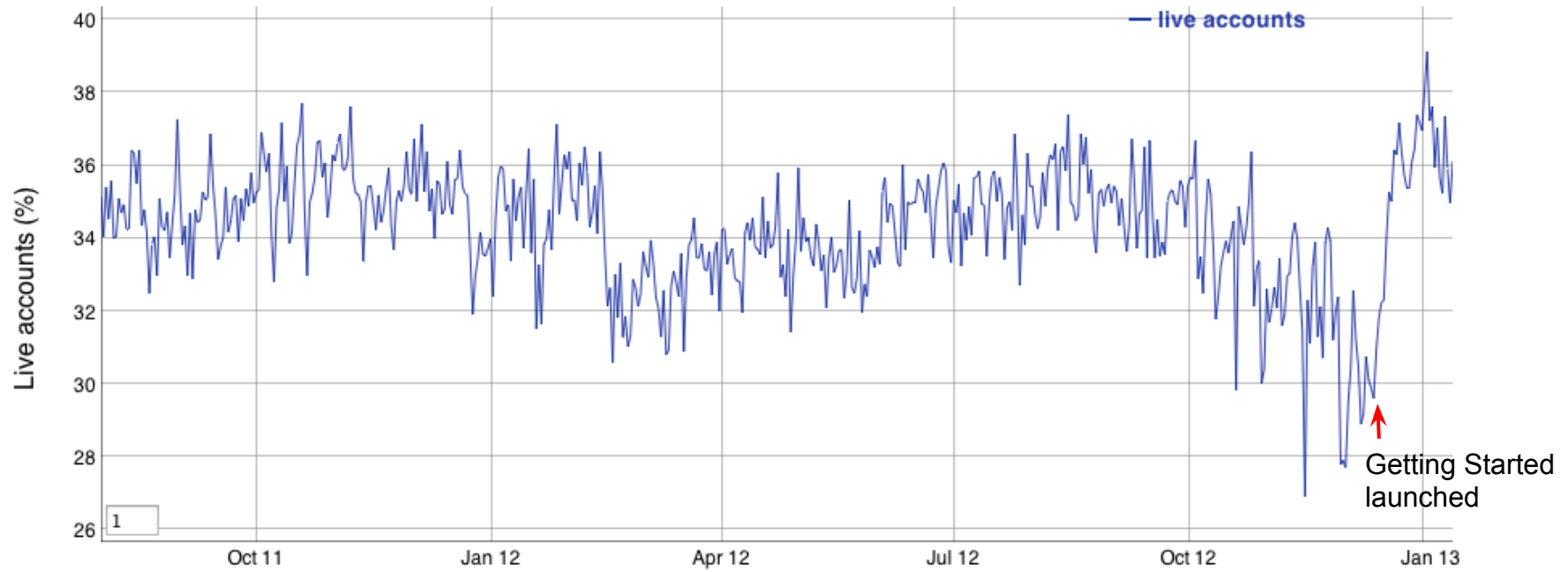
31.3% ---> +4.1%

Complete edit in 24 hours 20.0%

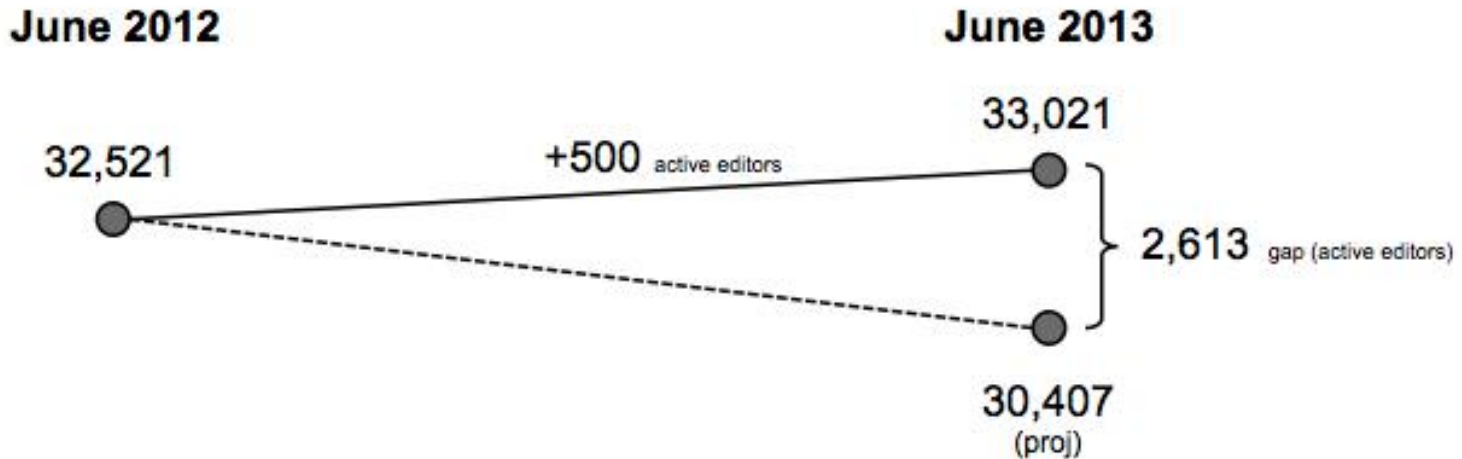
21.9% ---> +1.9%

Live accounts (%)

Proportion of daily registered users with 1+ click on the edit button on a ns0 article.

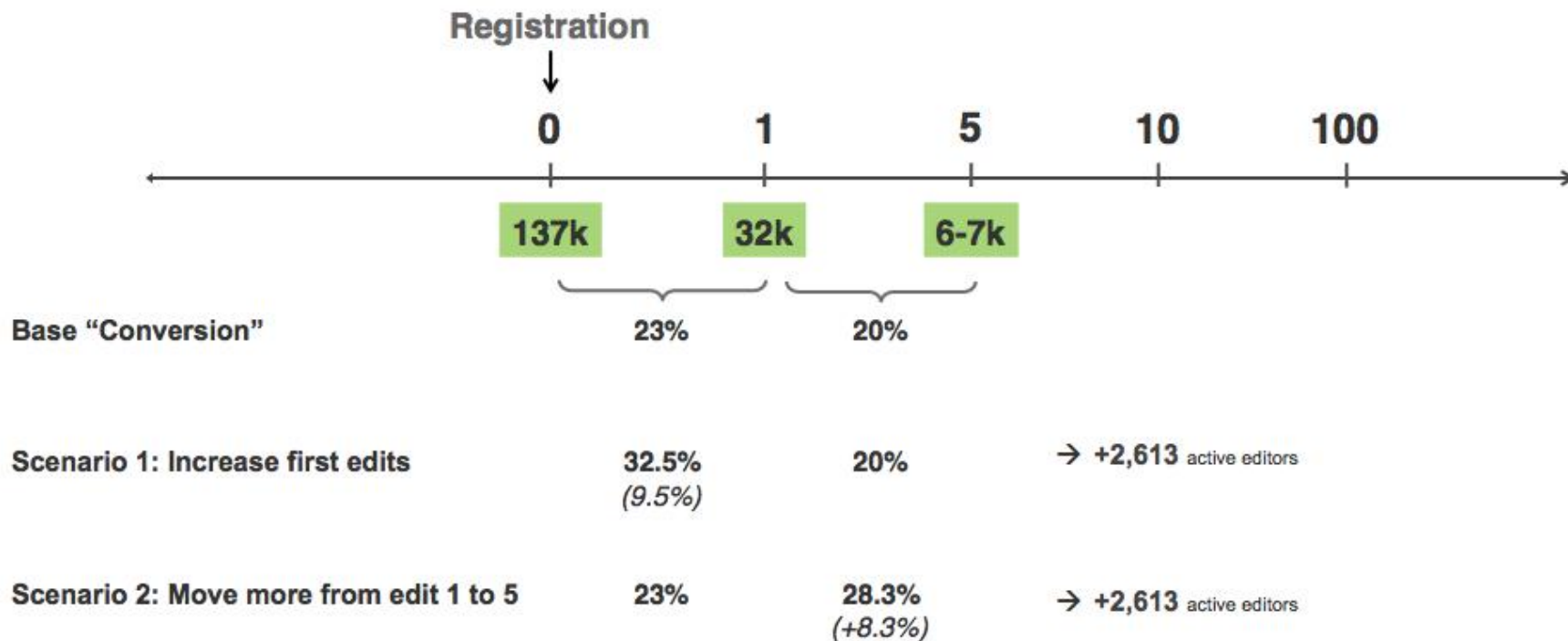


English Wikipedia: Gap with Annual Plan (Active Editors, numerically)



- English Wikipedia Active Editors has been declining ~6.5% YoY
- Assuming this decline, English Wikipedia would have **2,113** fewer editors by June 2012 (compared to June 2013)
- For English Wikipedia to contribute proportionately to the Annual Plan, we would need an additional **2,613** active editors compared to projection
- Big caveat: there is significant month-to-month variation due to seasonality and other factors unknown

What Rates Would We Need to Achieve to Get the Additional ~2,600 Active Editors?



Realistically, onboarding could help close a healthy portion of the gap, but unlikely to close the entire gap by itself this year

User Metrics API

Welcome to the Wikimedia Foundation's user metrics API homepage. This API allows you to select a set of users, also known as a user "cohort" (for example, the list of [all users who shared their mood](#)), specify a metric to be computed for each of these users (for example, their [7-day revert rate](#)), provide optional parameters (for example, a [registration time range](#)) and retrieve the response in JSON format.

You can also retrieve an aggregate response for the entire cohort (like its [median revert rate](#))

Learn more

List of cohorts

e3_pef1_control Next

Choose a [Cohort](#).
Check the [Job Queue](#).
See all generated [requests](#).
View the [tag definitions](#) for cohorts.

List of available metrics

threshold Next

Additional parameters

- Date start - date_start
- Date end - date_end
- Aggregator function - aggregator



FRANK & ERIK -- WIKIPEDIA ZERO AND MOBILE CONTRIBUTIONS

30 MINUTES



WIKIPEDIA

zero

**MOST WIKIPEDIA GROWTH
IS MOBILE**

62%

WIKIPEDIA MOBILE GROWTH*

* compared to 9% desktop growth (01-12/2012)

HOWEVER

HIGH DATA CHARGES KEEP PEOPLE IN
THE GLOBAL SOUTH FROM USING
WIKIPEDIA ON THEIR PHONES



WIKIPEDIA | zero

- ▶ Aimed at global users who face the highest barrier to accessing free knowledge on their phone
- ▶ Reduces or eliminates the costs to access Wikipedia on a mobile phone

I

Partnership development

1

Partnership development

2

Implementation & Testing

1

Partnership development

2

Implementation & Testing

3

Marketing

Free Wikipedia from Wikimedia

W Type your search here... 


[English home page](#)

[Laman utama Bahasa Melayu](#)

[中文主页](#)

[Bahasa Indonesia home page](#)

Or go to the home page in the following language:


All languages 


[Desktop view](#) | [Enable images on mobile site](#)

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[Contact us](#)

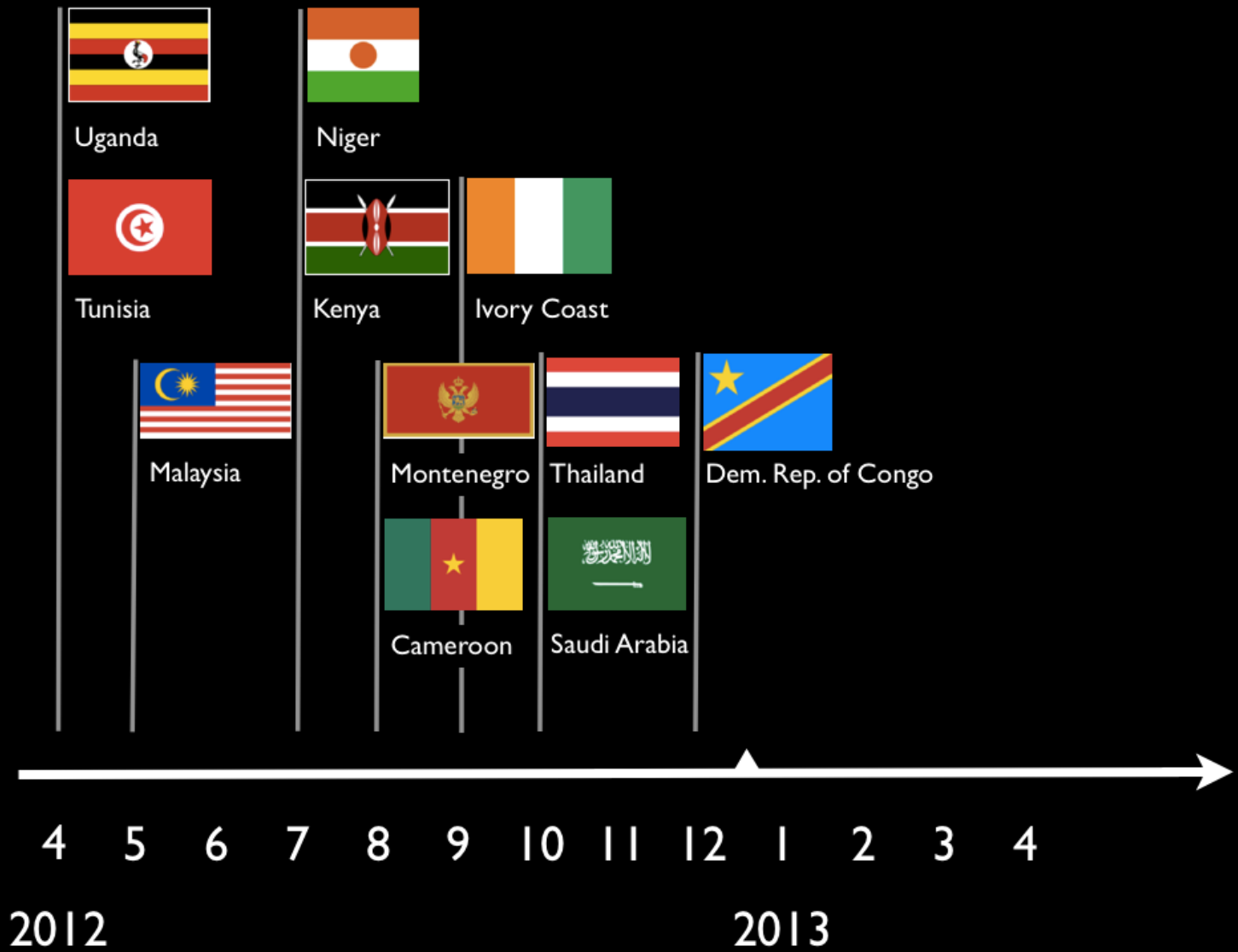
Wikipedia access offered by Orange 

W Type your search here... 

Today's featured article

Miss Meyers (1949 – March 1963) was a chestnut-colored [American Quarter Horse](#) racehorse and broodmare. Her sire was [American Quarter Horse Association](#) (AQHA) Hall of Fame member [Leo](#), and her dam was Star's Lou. Miss Meyers raced from 1952 until 1955 and started 59 times. She was also the 1953 World Champion Quarter Running Horse. In her career she won \$28,725 (equivalent to about \$249,000 as of 2012) on the racetrack as well as 17 races. As a broodmare, she produced the first AQHA Supreme Champion, Kid Meyers, with AQHA Hall of Fame member [Three Bars](#), a [Thoroughbred](#). Miss Meyers was the mother of three other foals and was inducted into the AQHA Hall of Fame in 2009. [\(more...\)](#)

Recently featured: [Teresa Cristina of the Two](#)



Reach

Number of mobile subscribers who are eligible to get Wikipedia Zero if they have a capable phone

Target 2012/13

600 Million

Actual

330 Million

Projected

500 Million (by June)

WIKIPEDIA zero

Page views

Number of pages per month requested through Wikipedia Zero

Target 2012/13

200 Million

Actual

3 Million

Projected

14 Million (by June)

WIKIPEDIA zero

Observations on page views

- ▶ The number of people who don't have access to data is bigger than we thought: fewer people have (a) the right hardware, or (b) a data plan
- ▶ Wikipedia mobile device behavior is different than we thought: fewer people (a) understand the benefits of using Wikipedia on their mobile phones, or (b) are aware of Wikipedia Zero free-of-charge option
- ▶ Implementation and testing of Wikipedia Zero is not yet as streamlined as needed

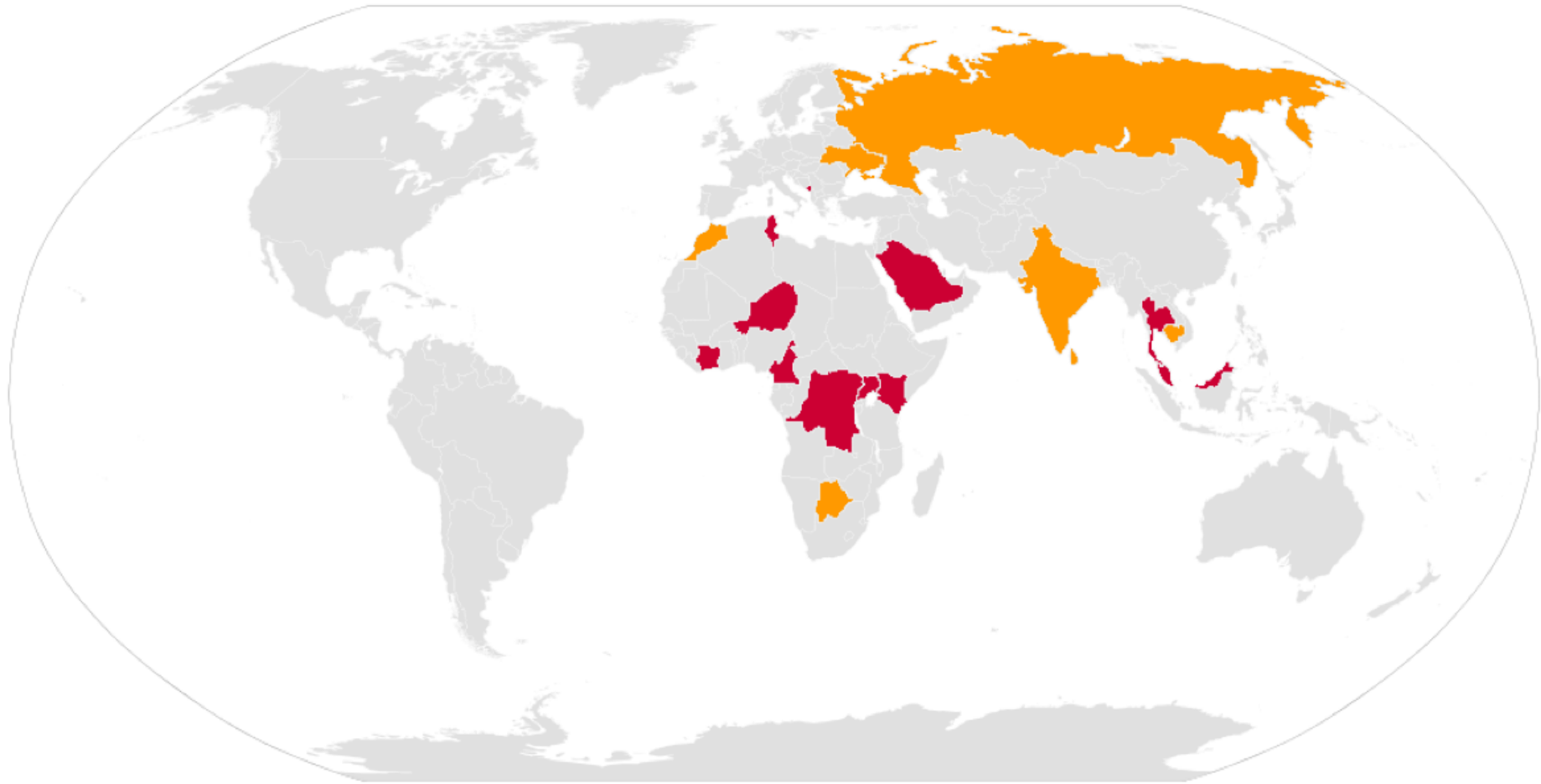
Learnings

- ▶ Wikipedia Zero isn't a page view machine
- ▶ “Internet is for the rich” is a popular conception in some countries of the Global South even though it's not true
- ▶ The understanding that free knowledge ought to be available to everyone is an added value beyond the free data
- ▶ Time is on our side: in the end, people will have data on their phones



KEY OPTIMIZATIONS

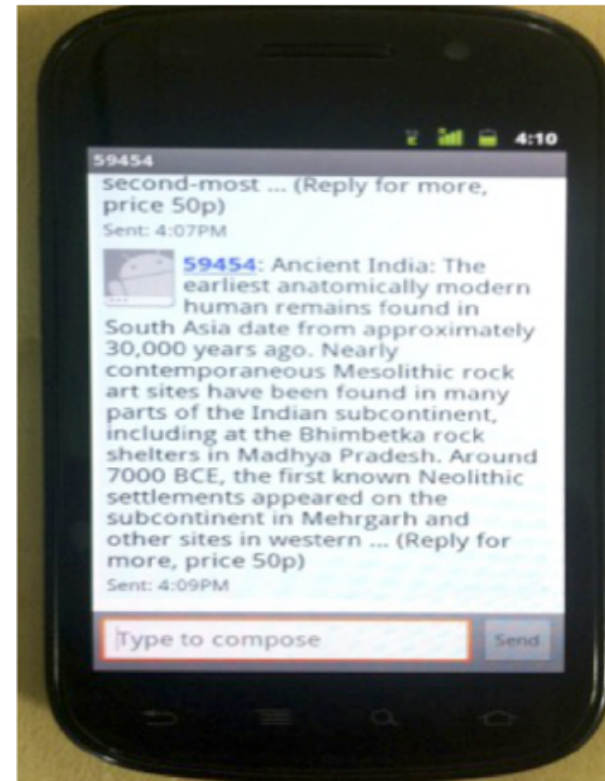
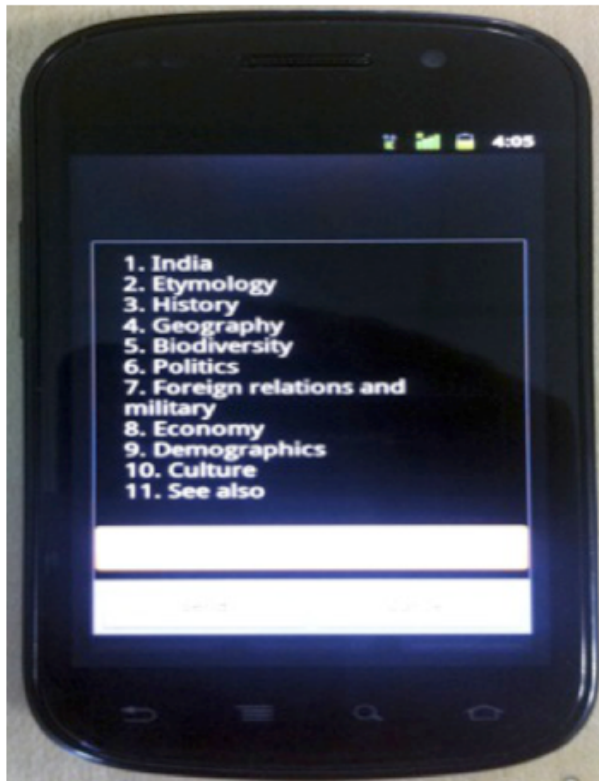
- (1) STRONGER PROGRAM MANAGEMENT WITH PARTNERS
- (2) SCALABILITY IN DEPLOYMENT AND TESTING
- (3) PARTNERS NEED TO BUILD MORE AWARENESS THROUGH MARKETING



- launched (11 countries)
- upcoming (7 countries)*

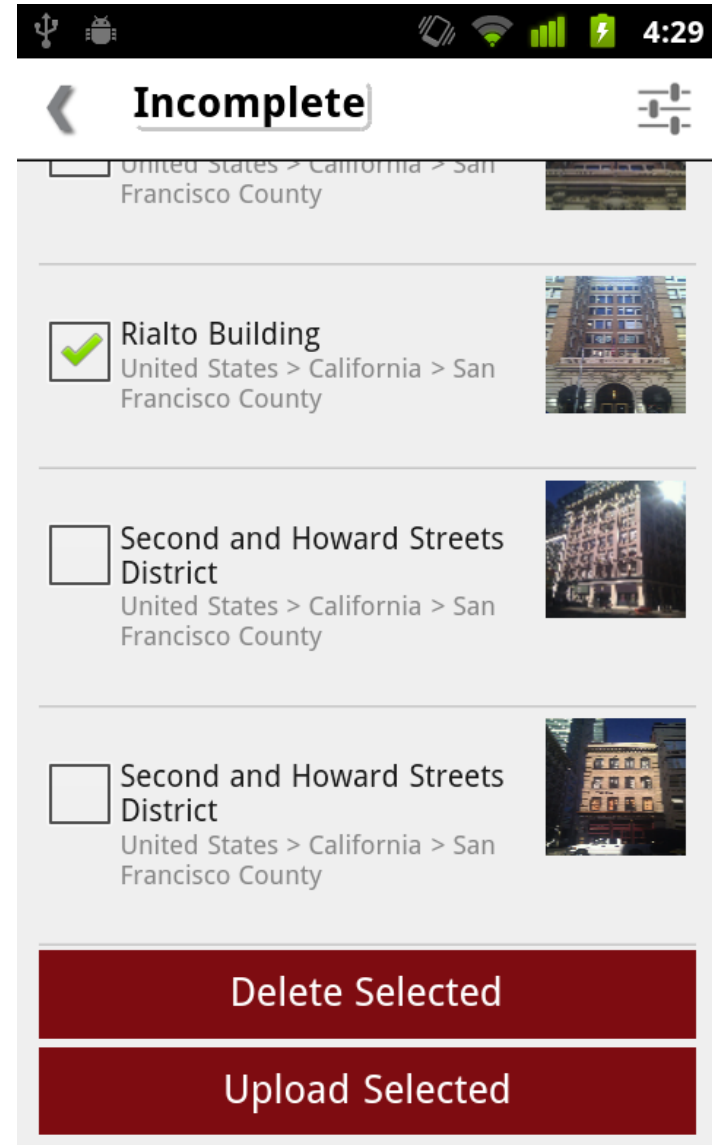
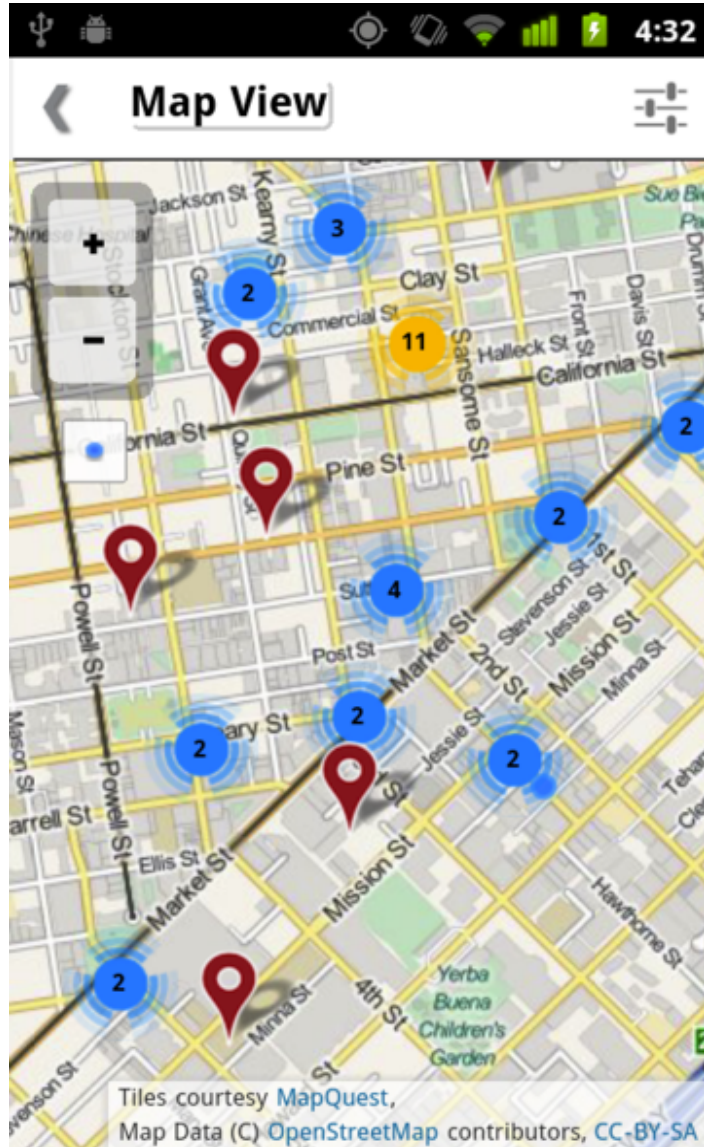


* Russia, India, Sri Lanka, Botswana, Morocco, Ukraine, Cambodia



Wikipedia via text: reaching the 80% of Global South users who don't have mobile browsers

SCREENSHOTS - PRODUCTION



3,576 files uploaded through WLM app, 500 distinct uploaders, 17K active installs

SCREENSHOTS - PRODUCTION

AT&T 3:08 PM 86%

W Statue of Liberty

Text WIKI to [25383](#) to donate \$10 to Wikipedia!

Statue of Liberty

For other uses, see [Statue of Liberty \(disambiguation\)](#).

For other uses of an alternative name, see [Lady Liberty](#)

Statue of Liberty



Navigation icons: back, forward, home, book, share

Home

Random

Contact Wikipedia

Settings

Log in

Statue of

Statue of Liberty

For other uses, see [Statue of Liberty \(disambiguation\)](#).

Statue of Liberty



Location	Liberty Island New York City, New York, U.S. ^[1]
Coordinates	40°41′21″N 74°2′40″W / 40.68917°N 74.04444°W
Height	<ul style="list-style-type: none">151 feet 1 inch (46 meters)Ground to torch: 305 feet 1 inch (93 meters)
Dedicated	October 28, 1886
Restored	1938, 1984–1986, 2011–2012
Sculptor	Frédéric Auguste Bartholdi
Visitation	3.2 million (in 2009 ^[2])

New mobile skin enables us to add contributory features

SCREENSHOT - PRODUCTION

MediaWiki API Result - Google Chrome

MediaWiki API Result x






https://en.wikipedia.org/w/api.php?action=query&list=geosearch&gsradius=10000&gscoord=37.786971|-122.399677

You are looking at the HTML representation of the XML format.
HTML is good for debugging, but is unsuitable for application use.
Specify the format parameter to change the output format.
To see the non HTML representation of the XML format, set format=xml.
See the [complete documentation](#), or [API help](#) for more information.


```
<?xml version="1.0"?>
<api>
  <query>
    <geosearch>
      <gs pageid="18618509" ns="0" title="Wikimedia Foundation" lat="37.787" lon="-122.4" dist="28.6" primary="" />
      <gs pageid="20004112" ns="0" title="The Montgomery (San Francisco)" lat="37.787" lon="-122.4" dist="28.6" primary="" />
      <gs pageid="9292891" ns="0" title="PacBell Building" lat="37.787" lon="-122.4" dist="28.6" primary="" />
    </geosearch>
  </query>
</api>
```

GeoAPI makes geo-location features possible


SCREENSHOT - PRODUCTION

All Modified			
All	Articles	Talk	Other
<hr/>			
Homeopathy			
 Sgerbic			
Undid revision 532625747 by Rumiton (talk) Please read TALK			
25 MINUTES AGO			
<hr/>			
Homeopathy			
 Rumiton			
Removed overkill. I think this article reflects the opinions of some editors adequat...			
29 MINUTES AGO			
<hr/>			
William Jennings Bryan			
 Overjive			
Undid revision 532550015 by 207.118.160.21 (talk) not supported in article			
30 MINUTES AGO			
<hr/>			
Epicurus			
 Anonymous user			
no edit summary			
54 MINUTES AGO			
<hr/>			
Cosmos			
 FrescoBot			
Bot: link syntax/spacing and minor changes			
1 HOUR AGO			

Mobile Watchlist: Give existing editors a reason to log in, start viewing mobile as contributory



Editing Aylmer Bourke Lambert

 Add the first photo to this page

Content that [violates any copyrights](#) will be deleted. Encyclopedic content must be [verifiable](#). Work submitted to Wikipedia can be edited, used, and redistributed—by anyone—subject to [certain terms and conditions](#).

```
[[File:Pinus halepensis1.jpg|thumb|<center>''[[Pinus halepensis]]''<br>from <br>'Description of the Genus Pinus']]
```

```
He is best known for his work ''A description of the [[genus]] [[Pinus]]'', issued in several parts 1803-1824, a sumptuously illustrated
```

```
Many of the new conifers discovered by [[David Douglas]] and others, including the [[Coast Redwood]], were described for the first time in
```

```
The standard [[Binomial nomenclature#Authorship in scientific names|botanical author abbreviation]] ''Lamb.'' is applied to [[species]] he described.
```

```
Lambert is honoured in the botanical name of the [[Sugar Pine]] ''Pinus lambertiana'', and the name of the genus [[Lambertia]].
```

==External links==

[Edit summary](#) (Briefly describe the changes you have made)

This is a [minor edit](#) Watch this page


By clicking the "Save page" button, you agree to the [Terms of Use](#), and you irrevocably agree to release your contribution under the [CC-BY-SA 3.0 License](#) and the [GFDL](#).

You agree that a [hyperlink](#) or [URL](#) is sufficient attribution under the [Creative Commons license](#).

[Cancel](#) | [Editing help](#) (opens in new window)

☰ Search Wikipedia (Beta) ☆

Foundry Square [edit](#)



Add a caption for this image

Note: All photos you publish will be published under a [CC BY-SA 3.0 license](#)

Mobile Uploads in Beta, "Nearby" in Alpha

Mobile commitments

- Mobile Photo Uploading: Develop “mobile photographers” as the first cohort of mobile contributors. “Wiki Loves Monuments” (September 2012) will be the pilot; if successful, we will integrate uploading functionality more deeply into the mobile app/web experience.
 - **Done / in progress.** We successfully launched the WLM app and have begun implementing mobile photo uploading functionality both in a dedicated app and on the mobile web.
- Mobile Contributions: Experiment with micro-tasks and simple text manipulation. We can’t assume that full-page editing is the right answer for the mobile format. By the end of Q3 we will start piloting mobile editing/micro-contribution functionality and begin prioritizing successful contribution features.
 - **In progress.** We've launched an experimental mobile editing interface, and will continue to iterate on it. Other microtask experiments will likely take a backseat to hitting our mobile photo upload target.



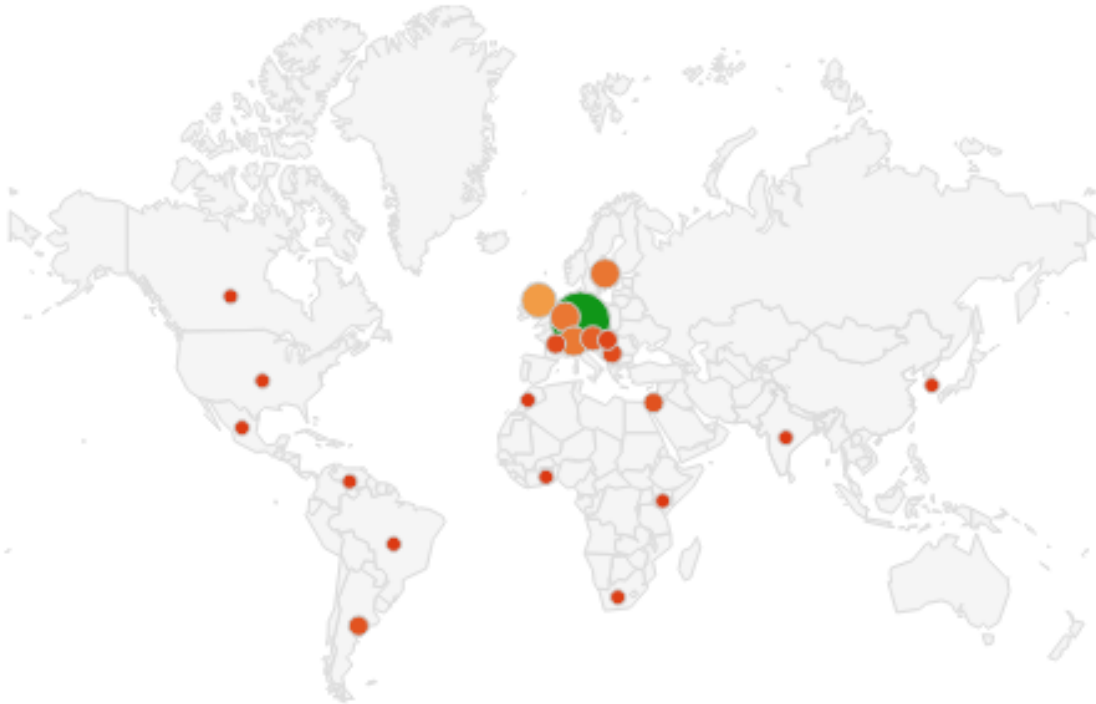
ANASUYA & FRANK -- GRANTMAKING AND PROGRAM EVALUATION

15 MINUTES

Grantmaking: the past six months

- **Transitions:** changes in leadership, structures and roles
- **Narrowing focus:** grantmaking as one of the four priorities
- **Global Development restructured:** Grantmaking and Programs
- **Grantmaking team expanded:** Senior Director of Grantmaking; FDC Senior Program Officer; Grants Administrator; Head, Individual Engagement Grants
- **L&E team shifted focus:** from catalysts to grants

Grantmaking map



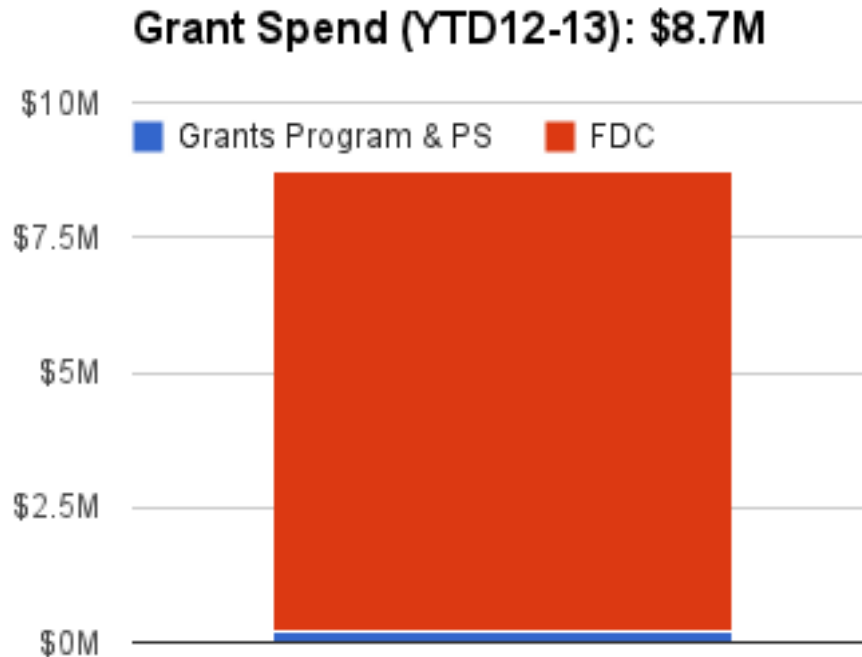
Map excludes WMF (4,459,000)

With WMF...

\$8.7 mn allocated globally

Country	Amount
Germany	\$1,790,000
United Kingdom	\$556,336
Switzerland	\$362,000
Netherlands	\$350,000
Sweden	\$341,570
Austria	\$220,000
Argentina	\$146,854
Israel	\$141,172
Serbia	\$101,018
France	\$94,000
Hungary	\$68,242
South Africa	\$27,315
United States	\$16,457
Venezuela	\$13,225
Mexico	\$10,183
Brazil	\$9,025
Ghana	\$3,306
Canada	\$2,345
Kenya	\$2,300
Morocco	\$2,200
India	\$1,554
South Korea	\$1,400
Slovakia	\$735

Grantmaking types: project + annual



Wikimedia Grants Program / Participation Support

\$0.21 mm

FDC

\$8.51 mm

Number of grants

Wikimedia Grants Program (project grants)	18
FDC (annual general support grants)	11
Participation Support grants (travel)	8

Highlights of the past six months

Grants

- Launch of the FDC process and successful completion of Round 1 of funding
- Launch of Individual Engagement Grants
- Grant for first ever Central and Eastern Europe meeting in Belgrade (first face-to-face with Greeks, Belarusians, Slovenians)
- First non-movement grant in Africa with ITOCA

Analytics

- Global Development/Grantmaking and Programs dashboard for team goals launched (<http://gp.wmflabs.org/>)
- Pilot use of analytics for decision-making (Kenya) and grants review (Armenia)

Process

- New legal and financial safeguards: grant agreements focus on governance and accountability
- Process backlog in the Grants Program eliminated, usability improved

Challenges of the past six months

- **Transitions:** leadership, structures, roles
- **Narrowing focus:** changing catalyst programs into grants (India with CIS; Brazil under exploration)
- **FDC process:** a heavy lift, operationally and strategically
- Four '**extraordinary events**' related to chapter governance and compliance

Next steps: six months and beyond

- **Clarity in process and focus:** improving structures and systems, and supporting the different levels of community members, groups and organisations through our grantmaking (individuals, teams, groups, proto-chapters, chapters, movement partners etc)
- **Alignment:** with AffCom and movement governance issues
- **Reaching the unreached:** communications outreach to larger community about grantmaking resources
- **Strategic priorities:** developing a strategy on effective grantmaking in the global South and for narrowing the gender gap
- **FDC Year 1 learnings:** reflecting back on Year 1 of the FDC post Round 2, and feeding into Year 2 processes
- **Understanding impact of movement resources:** developing an effective L&E framework for grants, particularly movement organisations and their programmatic effectiveness; commissioning research on effective rates of growth of non-profits, particularly for grantmakers supporting a movement

FDC 2012-2013 Round 1 Funding Snapshot*

Entity	2012 Budget (Current) (USD)	2013 Budget (Proposed) (USD)	Budget Growth Rate	2012 WMF grants/ payments (USD)	2013 FDC Allocation Request (USD)	Movement Resources Growth Rate	Final FDC Allocation
Argentina	101,537	143,956	42%	99,451	143,528	44%	146,854
Australia	41,730	666,659	1498%	41,730	291,115	598%	0
Deutschland	4,316,000	7,475,000	73%	3,976,288	1,820,000	-54%	1,790,000
France	1,591,000	1,396,652	-12%	451,193	961,109	113%	94,000
Israel	53,957	145,026	169%	53,957	145,026	169%	141,172
Magyarország	64,886	76,568	18%	47,250	67,477	43%	67,477
Netherlands	405,600	607,945	50%	200,818	471,445	135%	350,000
Österreich	169,284	267,017	58%	183,067	241,088	32%	220,000
Sverige	418,588	683,140	63%	297,847	341,570	15%	341,570
Switzerland	460,000	758,050	65%	194,628	560,000	188%	362,000
UK	541,134	1,365,242	152%	398,485	919,868	131%	536,336
Total	\$8,163,716	\$13,585,255		\$5,944,714	\$5,962,226		\$4,049,409

*This table excludes WMF, which applied for the current fiscal year (2012-13). WMF's budget was about USD 28,281,000 for FY 2011-12 and about USD 42,070,000 for FY 2012-13, yielding a growth rate of 149%. The FDC request for 2012-13 was USD 4,459,000, 15% less than the USD 5,269,671 retained for non-core expenses the previous year.

Observations and reflections

Questions

Movement: where should our resources (donor contributions) go, and for what?

- What kinds of organisational forms are most effective in our movement, for what kinds of work?
- What kind of programs have meaningful impact on our sites?
- How do we reach more deeply into our community to support contributors and community leaders better?

WMF and Grantmaking Team: how do we meet our strategic goals and priorities?

- How do we re-align the grantmaking strategy to focus on impact, including participation goals (global South, women editors)?
- What does an effective shared learning and evaluation framework look like for our movement?

Program evaluation

1. **Short term goal:** provide FDC with a high-level impact analysis for programmatic activities by October 2013 (prior to next round of FDC meetings)
2. **Long term goals:** (1) drive impact, effectiveness and efficiency of programs through rigorous analysis prior, during and after programmatic activities, and (2) create a culture of shared learning in order to increase impact of programs



Agenda

1. Recap 2012-13 plan basics: targets, finances/staffing, key activities Sue 15 minutes
2. Deep dives into programmatic departments: Product & Engineering and Grantmaking & Programs Erik, Anasuya, Frank 1 hour 45 minutes

LUNCH BREAK

3. **Assessment of where we're at against plan: basics, activities and targets Sue, Erik, Frank 30 minutes**
4. Learnings from 2012-13 thus far, and lookahead to our initial thinking about 2013-14 Sue 30 minutes
5. Questions and preliminary discussion All 30 minutes



Recap: 2012-13 plan finances & staffing

The 2012-13 plan calls for a 32% increase in revenue from 2011-12 projections, to \$46.1 million. We plan to increase spending from 2011-12 projections of \$27.2 million to \$42.1 million, including the \$11.2 million allocated to the FDC process. The reserve is planned to grow 13% from 2011-12 projections, to \$31.7 million. * *Wikimedia Foundation 2012-13 plan, slides 54 and 55, http://upload.wikimedia.org/wikipedia/foundation/4/4f/2012-13_Wikimedia_Foundation_Plan_FINAL_FOR_WEBSITE.pdf*

Results to date: As of December 31, revenue is at \$30.9 million, \$1 million (3%) ahead of plan. Spending is at \$15.4 million, \$2.3 million (13%) under plan. Cash is currently at \$41.1 million, \$1.7 million (4%) ahead of plan.



Recap: 2012-13 plan finances & staffing

The 2012-13 plan reflects our continued desire to invest in programmatic capacity by growing the staff, with an emphasis on thoughtful recruitment and integration of new people. In 2012-13, we plan to grow the staff 46% from 119 to 174.* *

Wikimedia Foundation 2012-13 plan, slides 54 and 55, <http://upload.wikimedia.org/wikipedia/foundation/4/4f/2012->

[13_Wikimedia_Foundation_Plan_FINAL_FOR_WEBSITE.pdf](#)

Results to date: Ten positions were removed from plan as part of Narrowing Focus, making the total year target 164 (39% growth over 2011-12). As of Feb 1, total staffing is at 134, leaving us 30 roles to fill over the next five months, 21% behind plan.



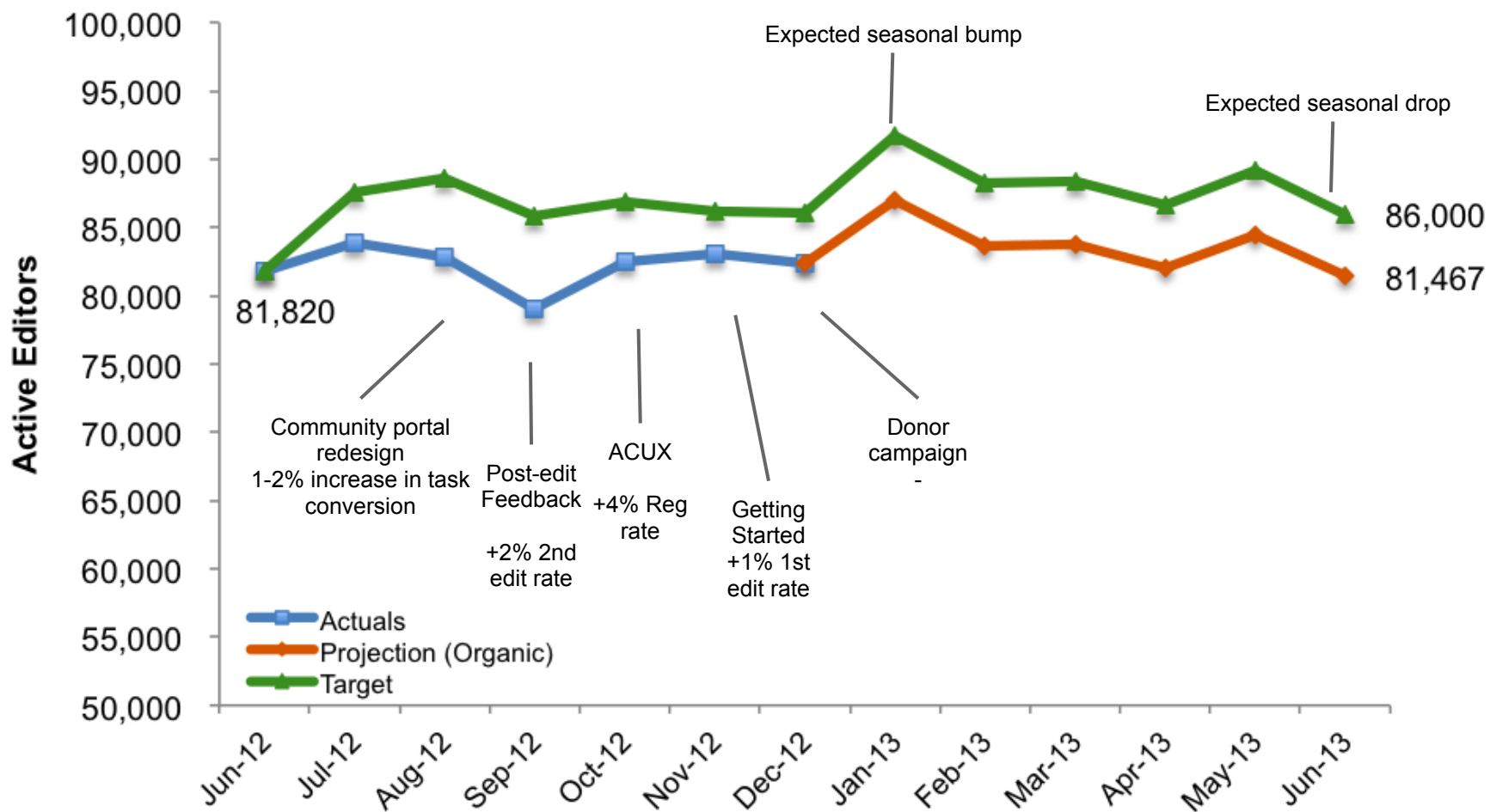
2012-13 Plan Targets: Active Editors

Stabilize number of active editors (all projects except Commons) to 86,000 by July 1, 2013 from 85,000 in March 2012.

We're currently seeing a 1.5% y-o-y decline in active editors for all projects combined, and we believe reversing the decline will take sustained effort on multiple fronts. In 2012-13, we hope that the following initiatives will contribute materially to growing the community of (text) contributors: editor engagement features, editor engagement experiments, visual editor, internationalization, and site performance improvements.

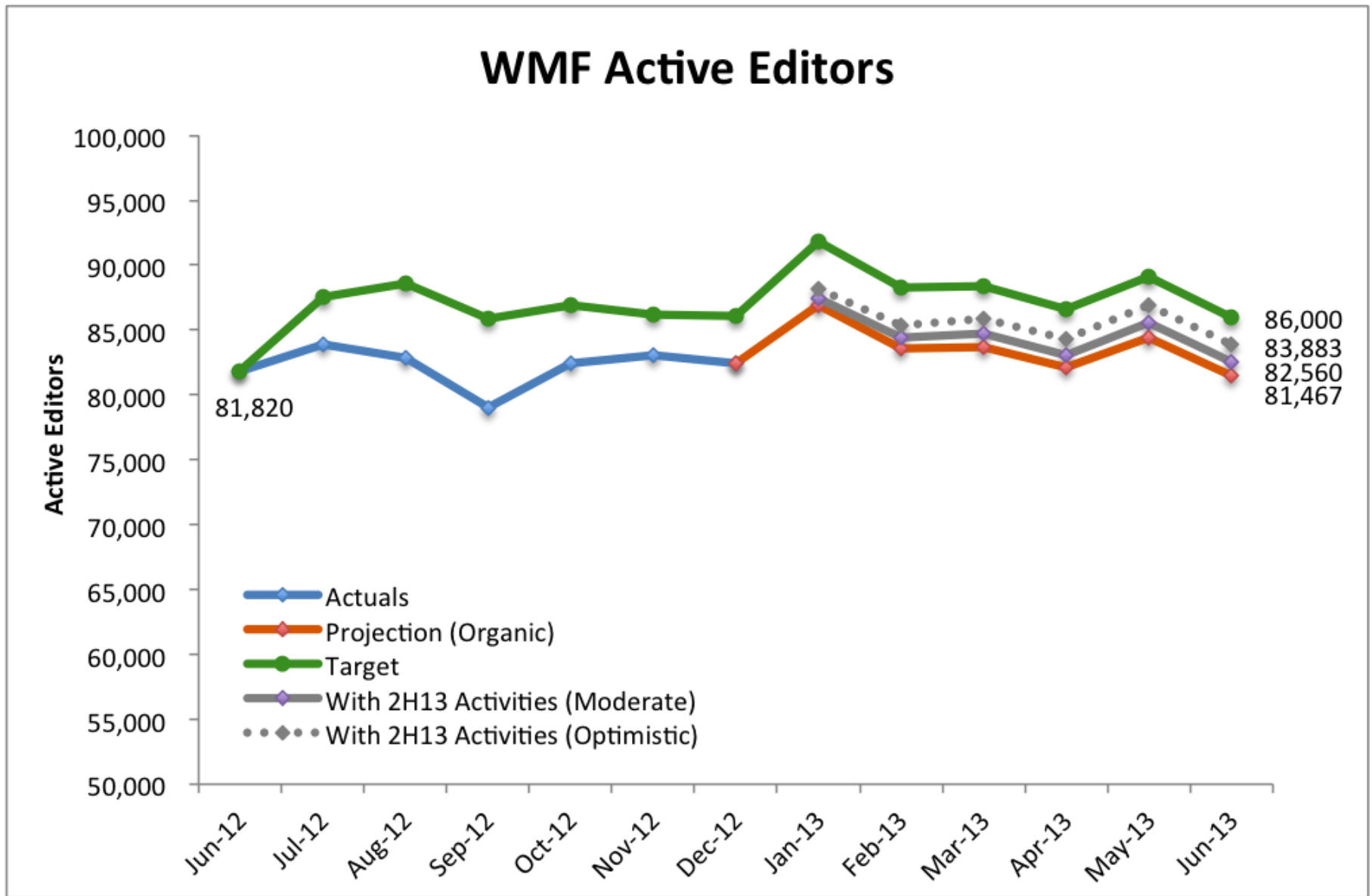
Stabilize number of active editors (all projects except Commons) to 86,000 by July 1, 2013 from 85,000 in March 2012.

WMF Active Editors



Active Editors = Editors with ≥ 5 edits/month; undeduplicated, excluding Commons.
 Projections are made based on YoY historicals (-0.43% decline FYTD)

Potential impact of 2H2013 Activities (Site Features)



86,000
83,883
82,560
81,467

- Impact of Echo (Notifications) unknown
- Flow (messaging) and Visual Editor impact expected in FY 2013-14 due to launch date



2012-13 Plan Targets: Mobile uploaders

Increase the number of contributors who make at least one upload to Wikimedia Commons from 18.6K in March 2012 to 25K in June 2013, including 1K mobile uploaders per month (from 0).

There is a huge opportunity to increase the number of people donating images to the projects. The number of contributors to Commons grew by about 25% from March 2011 to March 2012, compared with ~12% in the prior year. We attribute this to two factors: The upload usability improvements made by the WMF (rolled out in May 2011), and the very successful “Wiki Loves Monuments” competition run by a number of chapters in fall 2011. In 2012-13, the WMF will for the first time provide a mobile app to support Wiki Loves Monuments, and will invest generally in mobile uploading and quality control. We will also continue to make usability and integration improvements to drive overall growth.



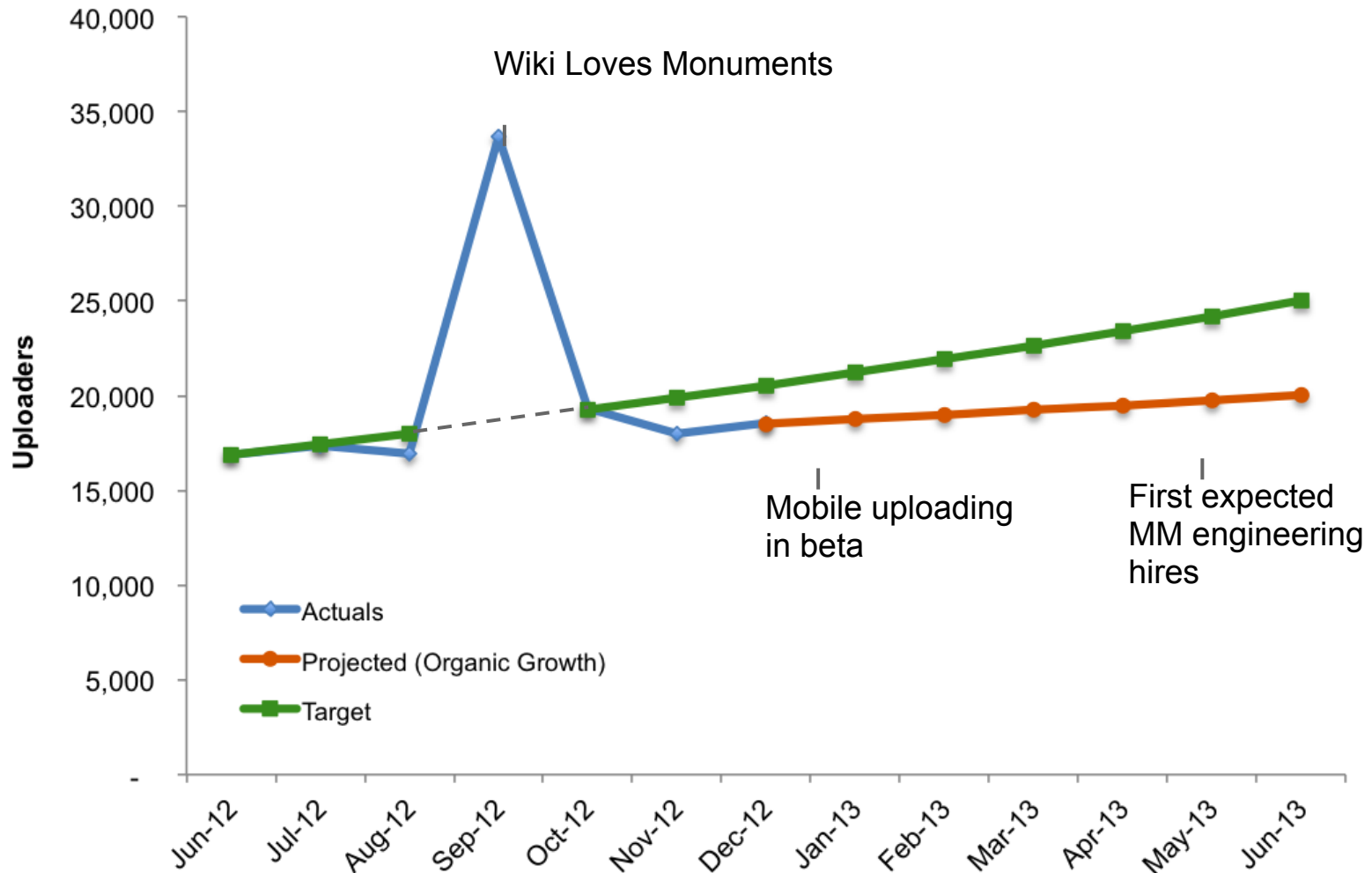
2012-13 Plan Actuals: Mobile uploaders

Increase the number of contributors who make at least one upload to Wikimedia Commons from 18.6K in March 2012 to 25K in June 2013, including 1K mobile uploaders per month (from 0).

- **Wikimedia Commons:**
 - Supported WLM with Upload Wizard sprint. WLM led to spike of 33.6K uploaders in September 2012.
 - Implemented WebM, multi-resolution video, subtitle support, expanded media storage; experimental Flickr import
 - Hiring of MM team has been deferred until core priority teams are fully staffed. No expected work on further improvements until late FY.
 - Organic growth will likely not lead to 25K.
- **Mobile uploads:** Work is in progress. Too soon to tell whether 1K is achievable by June, but 80% focus of mobile team at this point. WLM app achieved 500 uploaders, so we do know we can get into the ballpark under the right conditions.
 - Advertising to existing users could help reach mobile uploaders target without increasing community size.

Commons Uploaders

Actuals, Projected, Targets



Uploaders = registered users that have uploaded at least one file to Commons in a given month

Does not take into account growth in mobile uploaders (too early to develop plausible projection), not seasonally adjusted



2012-13 Plan Targets: Global Ed

Continue to expand participation in the Global Education Program from 79 to 150 classes with at least 50% female participation, leading to an increase in quality content added by students from 19M characters in 2011-12 to at least 25M characters in 2012-13.

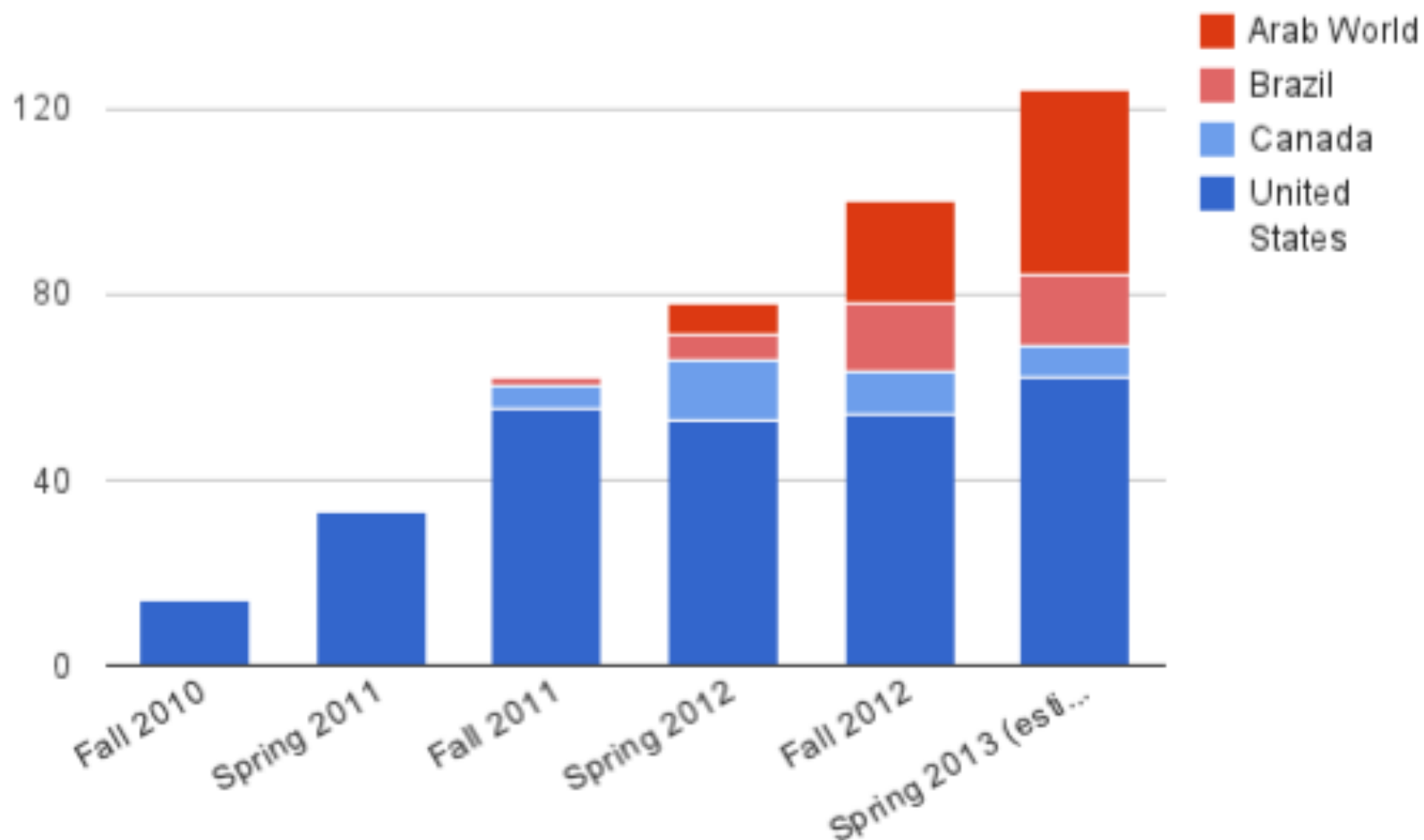
Professors assigning article-writing to their classes is a model that has generated lots of high-quality material for Wikipedia. In 2011-12, the WMF was able to grow the number of classes participating in the program from 33 (spring term 2011) to 79 (spring term 2012), despite spending less than in the previous year. After executing well-documented pilots in India, Brazil and Egypt, our goal now is to use what we have learned from these pilots to establish sustainable programs in all three strategic target geographies by the end of 2012-13, making sure that our growth rate is both ambitious and aligned with the ability of the existing communities to support it. We will also be further supporting the successful programs in the U.S. and in Canada, while preparing to hand over those two programs entirely to the community by mid-2013. We assume that at least 50% of the new contributors (globally) will be women.



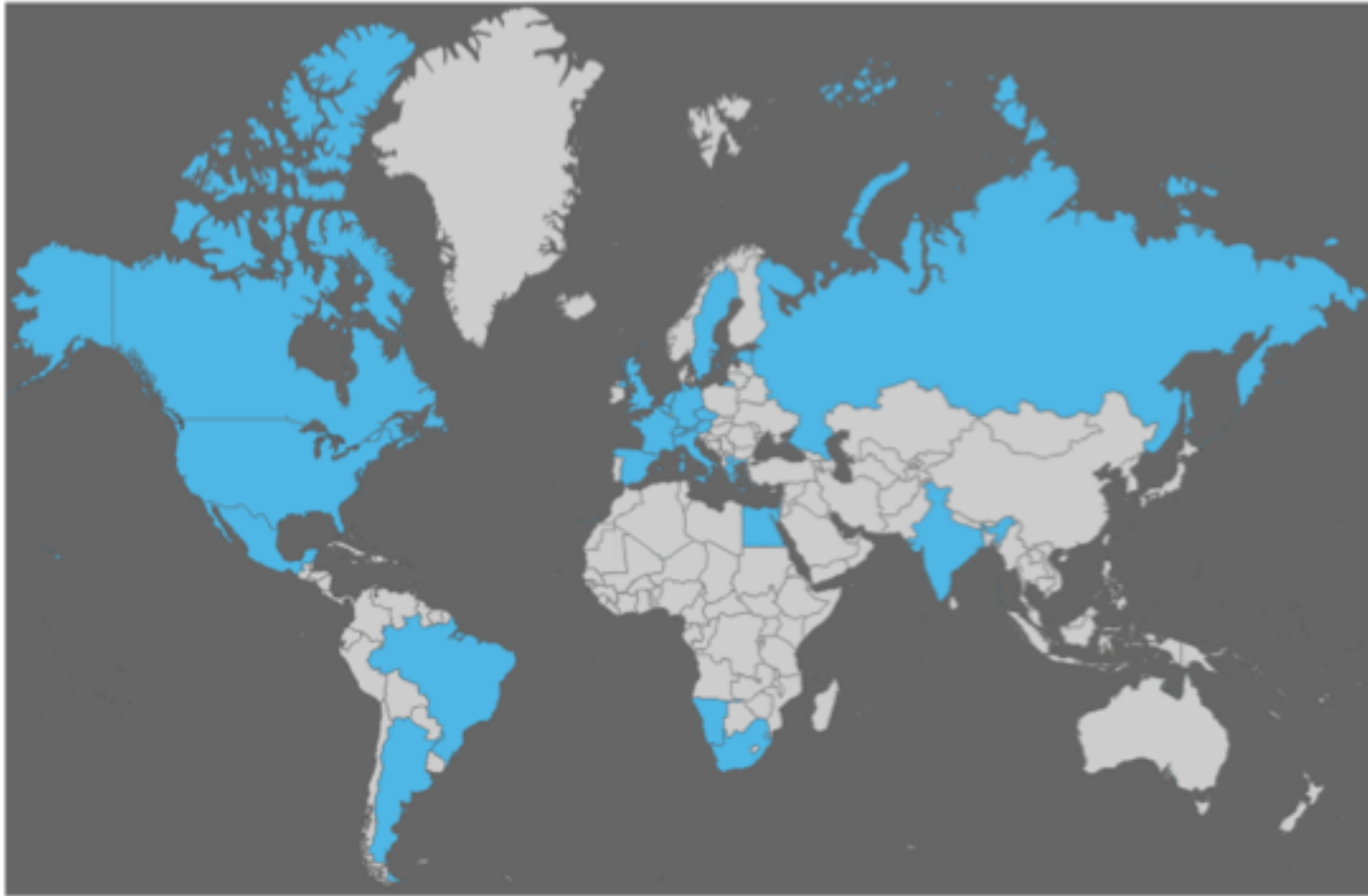
2012-13 Plan Actuals: Global Ed

Goal	Target	Actuals to date
Participation	Expand participation per term from 79 to 150 classes by the end of June 2013	100 (fall 2012) (basically on track)
Diversity	At least 50% female participation average across countries	64% (average across countries as per surveys)
Quality	Total amount of quality content added by students (over two terms) increases from 19M characters to at least 25M characters by the end of June 2013	approx. 12M characters as of January 2013 (fall classes still underway in Egypt and Brazil)

Number of classes



Wikipedia Education Program



Wikipedia Education Program



2012-13 Plan Targets (catalyst)

Increase active editors in priority geographies (India, Brazil and Arabic language region) by 800 active editors with focus on quality contributors that can help build small-to-medium sized projects and add diversity to larger projects rather than pure quantity.

Opportunity: Contribute to the growth of Indian EN:WP active editors from ~1,500 to 1,750 by June 2013; Support five Indic language projects to expand their communities by at least 50% contributing to growth of at least 200 new editors on Indic language projects; Contribute to the growth of AR:WP active editors from ~650 to 1,000 by June 2013; Contribute to the stabilization and growth of the Brazilian PT:WP active editor community from 1,500 to 1,700.

Narrowing Focus de-prioritized this

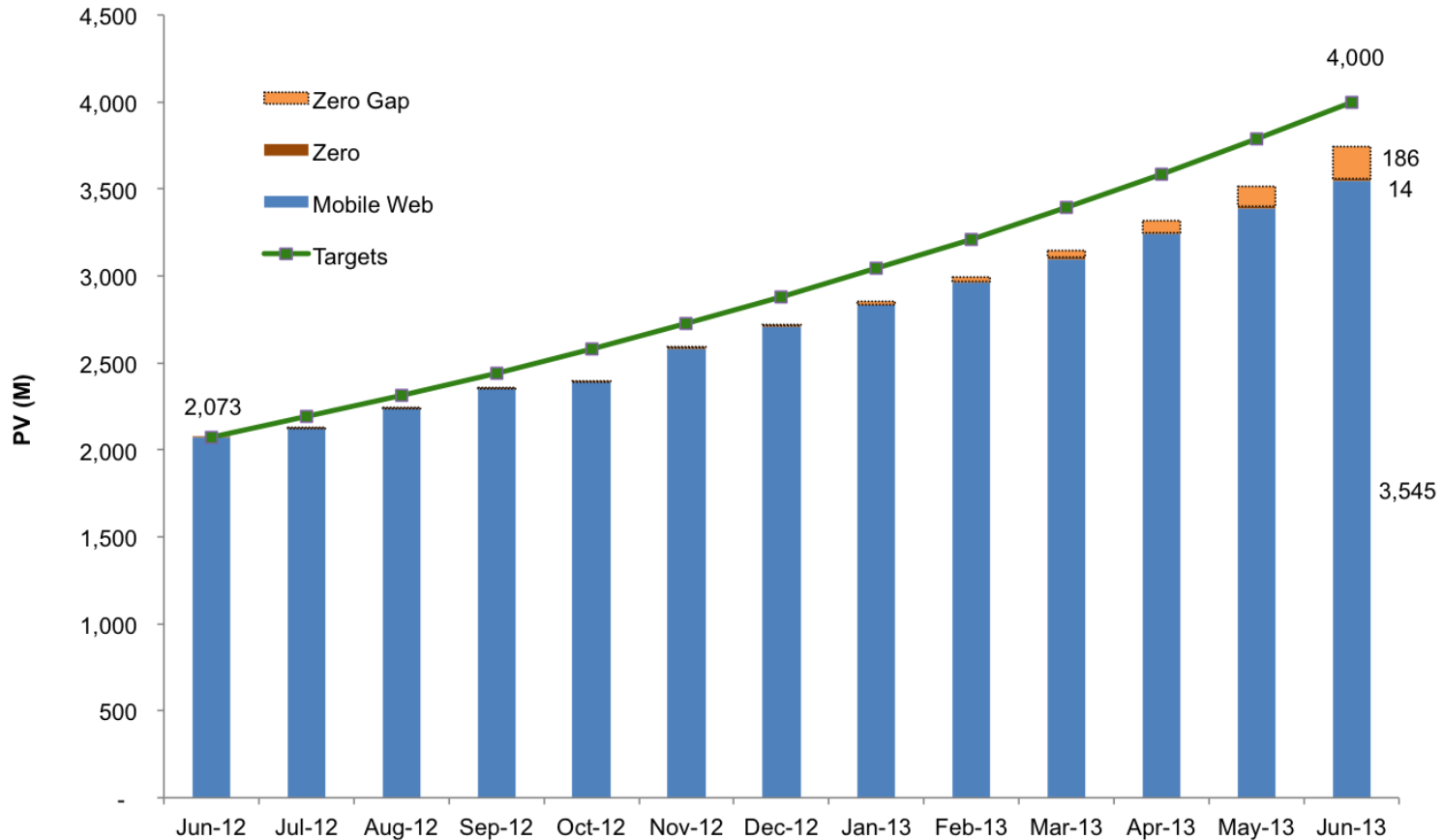


2012-13 Plan Targets: Mobile PVs

Reach 4 billion mobile page views per month by June 2013 with at least 15% from the Global South. Serve 200 million page views/month at no charge via Wikipedia Zero partners in the Global South.

Opportunity: Continue strong growth of mobile PVs worldwide, based on current trajectory. Currently, the Global South represents 12% of total mobile page views; 15% represents accelerated growth in the Global South v. Global North in an environment of high growth across the board. We will initiate and launch partnerships with mobile operators representing 600 million subscribers in 2012/13. 13% of these subscribers have mobile Internet today and we assume 20% would read Wikipedia regularly (slightly lower than our global average WP penetration rate). This results in 15 million readers. Assume 12 pageviews/month/reader based on data from Telefonica experience.

Mobile Page Views



Note: For Jun 12-Dec 12, Mobile Web and Zero Page Views are Actuals; From Jan 13-Jun 13 they are projections (mobile web based on organic growth)

- Target: 4B, Projection: 3.5B Mobile Web, 14M Zero
- Mobile Web Target based on 5.6% MoM (193% YoY) growth
- YTD growth 4.6% MoM (172% YoY) growth



Agenda

1. Recap 2012-13 plan basics: targets, finances/staffing, key activities Sue 15 minutes
2. Deep dives into programmatic departments: Product & Engineering and Grantmaking & Programs Erik, Anasuya, Frank 1 hour 45 minutes

LUNCH BREAK

3. Assessment of where we're at against plan: basics, activities and targets Sue, Erik, Frank 30 minutes
4. **Learnings from 2012-13 thus far, and lookahead to our initial thinking about 2013-14** Sue 30 minutes
5. Questions and preliminary discussion All 30 minutes



Learnings and Lookahead: KEEP

- Narrowing focus is working and should be continued. There's demand from many quarters to expand mandate and activities: we need to maintain a consistent counter-pressure. Important to maintain a focus on activities that impact the on-site experience for readers and editors;
- Data-driven editor engagement interventions are starting to show real promise;
- Focus on mobile is correct, with good opportunities to expand global access to free knowledge;
- Focus on agile engineering practices and move towards continuous deployment is working;



Learnings and Lookahead: KEEP

- New quarterly reviews process is beginning to build accountability and discipline;
- WMF fundraising is effective, professional, and efficient. Fundraising tactics need to continue evolving because what's effective one year will later stop working;
- Providing legal defense and guidance in support of our community, including editors, works: it's consistent with our values and mission, supports participation and builds loyalty and community;
- We need to maintain agility and capacity to take on projects like Wikivoyage that can help us increase service to readers and recruit new editors;



Learnings and Lookahead: KEEP

- We have built a good solid framework for grantmaking;
- Our emphasis on chapter compliance is successfully reducing risk to the movement;
- We need to continue to provide support for chapters in crisis, in order to protect Wikimedia's reputation and help the movement evolve;
- We are becoming increasingly sophisticated from an analytics standpoint: this needs to continue;
- We need to continue to “walk the talk” of being an international organization: good H1B support; bank accounts in multiple countries; global network of legal supports; routinized translations, etc.



Learnings and Lookahead: STOP

- Narrowing Focus is effective: stopping a small number of projects is enabling better focus for the organization;
- We need to resist the temptation to launch new initiatives and to succumb to feature/scope creep in the initiatives we've got already underway;
- WMF staff need to stop volunteering to help with non-priority projects, and managers need to do a better job of protecting their staff from casual requests for help;
- The WMF needs to stop submitting a restricted-grant type request to the FDC, which was confusing for them and deviated from what other entities did: instead we'll submit our annual plan plus a dollar request like everyone else;



Learnings and Lookahead: STOP

- We need to think about whether non-WMF Wikimedia organizations shifting from volunteer-driven to staff-driven is the best path. When you establish corporate structures & hire staff, scrutiny skyrockets, as do costs (e.g., office space and equipment, salaries, legal & audit fees), and sometimes volunteers shift from programmatic to bureaucratic functions. It's not clear that the results warrant the investment;
- We should stop defaulting towards reflexive approval of new registered entities. The onus should be on the proposers to establish why incorporation is beneficial;



Learnings and Lookahead: STOP

- We need to question our privileging of associations ahead of individuals. It's natural to privilege associations (because they tend to have a stable identity, communicate fairly consistently, stage F2F meetings, etc.) but doing so undercuts the importance of the individual contributors who are the sites' primary builders;
- We need to resist the temptation to rapidly flood the movement with money just because we have it. Entities ought to be achieving good programmatic bang-for-the-buck to warrant funding.



Learnings and Lookahead: START

- Fundraising more flatly throughout the year will be operationally easier and more effective, will reduce risk and make planning easier, and will annoy readers less;
- Spinning out user experience and analytics into their own departments (from product development) will upwards-prioritize all three disciplines;
- Frank leading a process for assessing the impact of Wikimedia programmatic activities will help programmatic people make better decisions about what to start and stop, and will equip the FDC and other grant-making bodies to better evaluate funding requests;



Learnings and Lookahead: START

- Anasuya leading a process for grant recipients to share learnings will help them evolve faster;
- Anasuya embedding the Wikimedia strategic priorities (e. g., Global South and female editors) more deeply into our grantmaking will create alignment and impact there;
- We should expand the mandate for AffCom, asking it to be responsible not just for supporting the launch of new entities, but for their continued healthy development and oversight past launch. We should ask AffCom to begin including in its deliberations the question of “is a formal entity essential for this work, or could the work be done without incorporation”;



Learnings and Lookahead: START

- The Board should offer clear guidance to the FDC about its priorities for 2013-14;
- WMF managers and team leads need to be clearer about priorities, protect their staff from distractions, and ensure staff have the guidance and support they need to be effective;
- HR should lead a process of appreciative inquiry into what structures and systems are working well within WMF, to encourage departments and sub-departments to adopt good practices (from e.g., fundraising, mobile engineering).



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QUESTIONS AND DISCUSSION

- Anything you didn't understand?
 - Anything surprising?
 - What did you find troubling or exciting?
-
- Questions about the editor engagement work and what we are learning from it?

APPENDIX

PLAN RECAP



2012-13 Plan – Key Activities (cont.)

Site Performance and Responsiveness: By end of Q4, reduce response times by 70ms for readers in Asia and West Coast US; reduce rendering times for typical featured articles by 75%.

Wikipedia Zero: Mobile partnerships with operators in the Global South to offer Wikipedia for no data charges to their users and generate interest in Wikipedia.

Fellowships: Short-term opportunities for Wikimedia community members to develop and support structured projects that help advance an important community goal (e.g., the Teahouse project).

India: Catalyze the growth of the Wikimedia community in India to strengthen Indic and English language projects and expand access to Wikimedia's free knowledge resources.

Brazil: Catalyze the growth of the Wikimedia community in Brazil to strengthen Portuguese language projects and expand access to Wikimedia's free knowledge resources.



2012-13 Plan – Key Activities (cont.)

Arabic Language Initiative: Catalyze the growth of the Wikimedia community in the Arabic language region to strengthen Arabic language projects and expand access to Wikimedia’s free knowledge resources.

Global Education: Improve the quality of knowledge in Wikimedia projects by enabling university students to contribute knowledge gained in their course work to Wikipedia.

FDC (Funds Dissemination Committee): Enable effective allocation of the movement’s funds to groups with projects that advance the movement’s mission and strategy.

Grants: Provide financial support to movement groups and individuals for projects, events and travel that advances the movement’s mission and strategy.

Global South Development: Cultivate and support groups and individuals within the community along with like-minded organizations to increase the people and resources available to catalyze community growth in Global South regions and countries.