

# 2011-12 Year-to-Date, and lookahead to planning for 2012-13

Presentation to the Board of Trustees  
February 3, 2012



# Goal of this agenda item

1. To share with the Board what has happened in the first six months of 2011-12, what's being accomplished, and what lessons we've learned along the way;
2. To give the Board its first opportunity to shape 2012-13 planning, by sharing its thoughts on what's getting done now, and its priorities for the future.

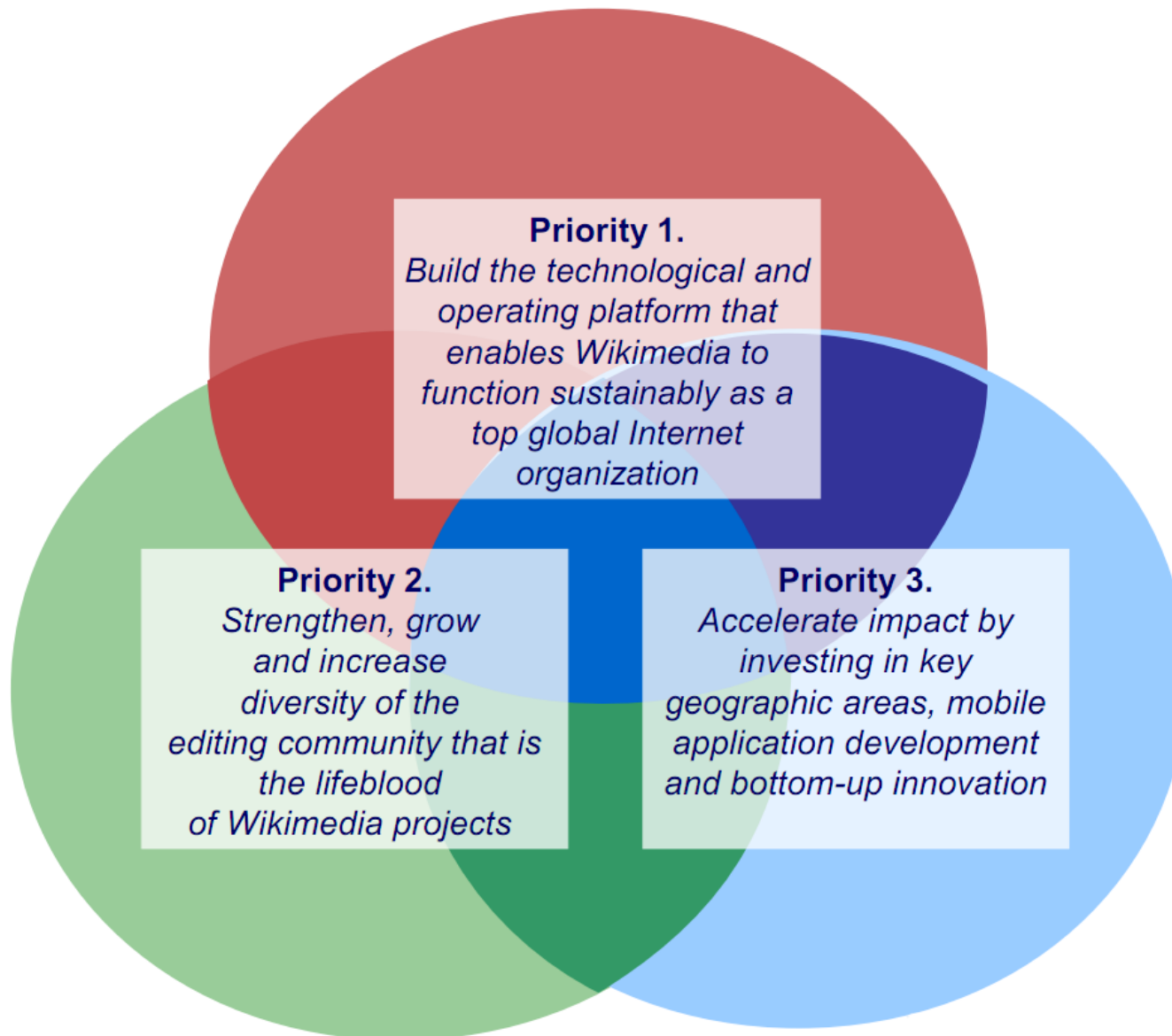
# Agenda

1. Recap 2011-12 plan basics: targets, finances/staffing, key activities *Sue: 10 minutes*
2. Narrative stories (deep dives) into programmatic departments: Technology, Community, Global Development *Erik, Zack, Barry, with discussion: 90 minutes*
3. Assessment of where we're at against plan: basics, activities and targets *Sue: 15 minutes*
4. Learnings from 2011-12 thus far, and lookahead to our initial thinking about 2012-13 *Sue: 20 minutes*
5. Discussion: Board members' reactions to 2011-12 so far, and initial thoughts about planning for 2012-13 *Board: 60 minutes*

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# Recap: Strategic Priorities



# 2011-12 Plan Recap: Finances/Staffing

"In 2011-12, the Wikimedia Foundation plans to increase revenue 24% from 2010-11 projections, to \$29.5 million. We plan to increase spending 53% from 2010-11 projections, to \$28.3 million. The reserve is planned to grow 6% from 2010-11 projections, to \$20.7 million.

The 2011-12 plan reflects our continued desire to grow the organization's programmatic capacity by growing its staff, with an emphasis on thoughtful recruitment and integration of new people. In 2011-12, we plan to grow staff 50% from 78 to 117."

# 2011-12 Plan Recap: Key Activities

- 1. Visual Editor:** A new default editing environment for Wikimedia projects which does not require markup
- 2. New Editor Engagement:** Experimental small feature iterations designed to increase new editor retention
- 3. Global Education Program:** makes permanent and internationalizes the most successful aspects of the PPI
- 4. Mobile:** Includes development of new mobile platform, new participatory features and Wikipedia Zero partnerships
- 5. India/Brazil:** Launch of programs in India and Brazil, designed to recruit new editors
- 6. Wikimedia Labs:** Flexible sandbox & research environment
- 7. Internationalization:** Features designed to enable participation in languages which are currently poorly technically supported - this includes input methods, font delivery, etc.

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**TECHNOLOGY**

# What's happened so far this year: Technology

## Strategic Plan Priority #1

### **Grow a mature, agile engineering organization**

- From "people in the door" to "clear departmental structures"
  - Platform, Features, Operations, Mobile, Product
- From "distributed individual developers" to "agile project teams"
  - Teams structured around highest priority programs
  - Agile training for fundraising, internationalization teams
- From "release every year" to "continuous integration"
  - Multiple deployments per week
  - MediaWiki releases in incrementally shorter cycles
  - Automatic unit and integration tests with Jenkins
- From "skeleton crew" to "foundations of a high-capacity engineering department"
  - As of January 2012, 64% of total 11-12 hiring goal met

# What's happened so far this year: Technology

## Strategic Plan Priority #2:

### **Strengthen/diversify community & arrest editor decline**

#### *Visual Editor*

- Implementation has begun of both a new editor and a new parser
- First prototype launched in December according to plan
- Key challenges
  - Supporting both wikitext and rich text in the same environment
  - Supporting the full expressiveness of wiki markup

# Visual Editor as of December 2012



## Direct manipulation interface

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In [computer science](#), direct manipulation is a [human-computer interaction](#) style which involves continuous representation of objects of interest, and rapid, reversible, incremental actions and feedback. The intention is to allow a user to directly manipulate objects presented to them, using actions that correspond at least loosely to the physical world. An example of direct-manipulation is resizing a graphical shape, such as a rectangle, by dragging its corners or edges with a [mouse](#).

Having real-world metaphors for objects and actions can make it easier for a user to learn and

```
=Direct manipulation interface=
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(computing)|mouse]].
```

# What's happened so far this year: Technology

## Strategic Plan Priority #2:

### **Strengthen/diversify community & arrest editor decline**

#### *Supporting (new) editors*

- WikiLove
  - Incentivize positive feedback
  - An easy first experiment
  - Adopted by 17 languages & projects
- New Editor Feedback
  - Realtime data about why people are leaving
  - Help the community understand and correct problems
  - Help experienced users help new users


# The story of a feature



## Sprint 1:


- Initial mocks and specs
- Develop basic feedback feature
- Activate for some users
- Gather first data and determine whether it's useful
- A/B test different designs

# The story of a feature

 **Langleyferrero** ([talk](#) | [contribs](#) | [block](#)) 17 minutes 9 seconds ago  
I'm not quite sur ei fully understand how to edit pages. I wish someone could explain how to do it in a way i understand.  
[▼ Respond to this](#) (hide feedback) (link to here)

**Add a response** (Response will reference original comment. Signature not required.)  
5000 characters remaining


[Preview](#)

 **Kaylagill** ([talk](#) | [contribs](#) | [block](#)) 24 minutes 11 seconds ago  
It give people biographies of people that wee LOVE.  
[▶ Respond to this](#) (hide feedback) (link to here)

In response to your [feedback](#) [\[edit\]](#)

Have a look at [here](#); try to work on the draft your article keeping the things mentioned there in mind. I know it looks intimidating at first, but give it a try, and the prouder you will be if your article goes "live". Cheers and happy new year.

[Lectonar](#) ([talk](#)) 14:56, 30 December 2011 (UTC)

 [RiverHebert](#) thinks this is helpful

## Top Responders

<a href="#">Lectonar</a>	51
<a href="#">Jedd Raynier</a>	43
<a href="#">Ariconte</a>	29
<a href="#">Hydriz</a>	26
<a href="#">AbigailAbernathy</a>	23

## Sprint 2:

- Finalize designs
- Build first feedback dashboard (no response functionality)
- Collect and monitor data

## Sprint 3:

- Build response functionality
- Collect and monitor data

## Sprint 4:

- "Mark as helpful"
- Leaderboard
- Collect and monitor data

# What's happened so far this year: Technology

## Strategic Plan Priority #2:

### **Strengthen/diversify community & arrest editor decline**

#### *Multimedia: A New Participation Opportunity*

- Upload Wizard goes default, used to upload >650,000 files
- Including 170,000 files in Wiki Loves Monuments competition, with special campaign support
  - >5,000 users participate, many of them new
- Multi-file selection, geo-data extraction, default licenses, secure large-file uploads, and more



# What's happened so far this year: Technology

## Strategic Plan Priority #2:

### **Strengthen/diversify community & arrest editor decline**

#### *Internationalization: Reducing Barriers* □

- Input method support for Assamese, Malayalam, Oriya, Sanskrit, Sinhala, Tamil
- Font support for Assamese, Bengali, Bishnupriya, Gujarati, Hindi, Kannada, Marathi, Nepali, Oriya, Punjabi, Sanskrit, Telugu
- Translation extension deployed on Meta, MediaWiki.org

# What's happened so far this year: Technology

## Strategic Plan Priority #2:

### **Strengthen/diversify community & arrest editor decline**

#### *Article Feedback: Engaging Casual Users*

- Default on English Wikipedia (v4)
  - ~1M ratings/month using v4 (6.9M total since launch)
  - 97% of ratings are from readers
  - 90% of raters find ratings useful
  - 51% rated so they could help improve the article
- Next generation deployed on 22k articles (v5)
  - Method for readers to let editing community know what they want to see in articles
  - 6k free-text comments submitted so far

Note: since deploying to all articles on enwp, range of ratings/month has been between 852K (Dec 2011) and 1.3M (Aug 2011)

# What's happened so far this year: Technology

## Strategic Plan Priority #3:

### **Support Mobile Growth and Bottom-Up Innovation**

#### *Mobile*

- Re-launched mobile site as a proper MediaWiki extension
  - Improved device detection and performance
  - Feature phone support built-in
  - All languages and all projects supported
- New features
  - Full-screen search, SSL, and login
- Wikipedia Zero support (Barry will talk about this)
- Apps
  - New mobile app based on PhoneGap
  - #1 Wikipedia app in Android market. 1.7Mil users in just two months. Avg 4.5/5 user rating.
  - Supports "Articles near me", "Save this page", "IW Links"

# What's happened so far this year: Technology

## Strategic Plan Priority #3:

### **Support Mobile Growth and Bottom-Up Innovation**

#### *Labs*

- Built out virtualization environment from scratch using OpenStack & MediaWiki
- As of January 2012, used by 35 projects already, including
  - Staging and testing sites
  - Bot sandbox
  - Report Card 2.0 prototype
  - Etherpad Lite testing site
  - Juju service orchestration sandbox
  - Mobile SMS/USSD Wikipedia gateway
  - Huggle developer wiki
  - stats.grok.se mirror & development

# What's happened so far this year: Technology

## Strategic Plan Priority #3:

### **Support Mobile Growth and Bottom-Up Innovation**

#### *Volunteer Outreach*

- Hackathons in New Orleans, Mumbai, San Francisco, Pune
  - For the first time, focusing on outreach
- GSOC participation (7 successful projects, 28 applicants)
- 48 non-WMF committers added (up from 22 Jan-Jun '11)
- 17 bug triages hosted
- Extensive engineering reporting, blogging, documentation
- First-ever online coding challenge

# What's next: Technology

- Develop first mobile contribution tools
  - Photo upload, perhaps AFTv5 type suggestions
- Gradually expand visual editor real-world use cases
- Editor engagement
  - Article creation process
  - Messaging/notification systems
  - User profiles/reputation
- MediaWiki as a platform
  - OAuth for better, richer mobile apps
  - Geodata API and improved content feeds
  - Improved in-wiki application development tools
- Full migration to git, CI, mature QA processes
- Develop scalable analytics infrastructure and tools
- Expand Labs into WMF innovation space

**COMMUNITY**

# What's happened so far this year: Community

## Strategic Plan Priority #2

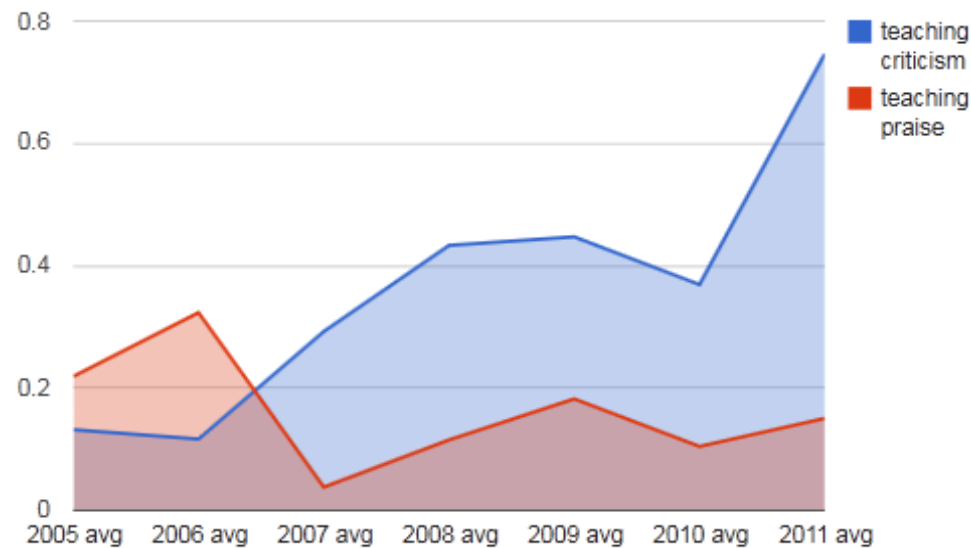
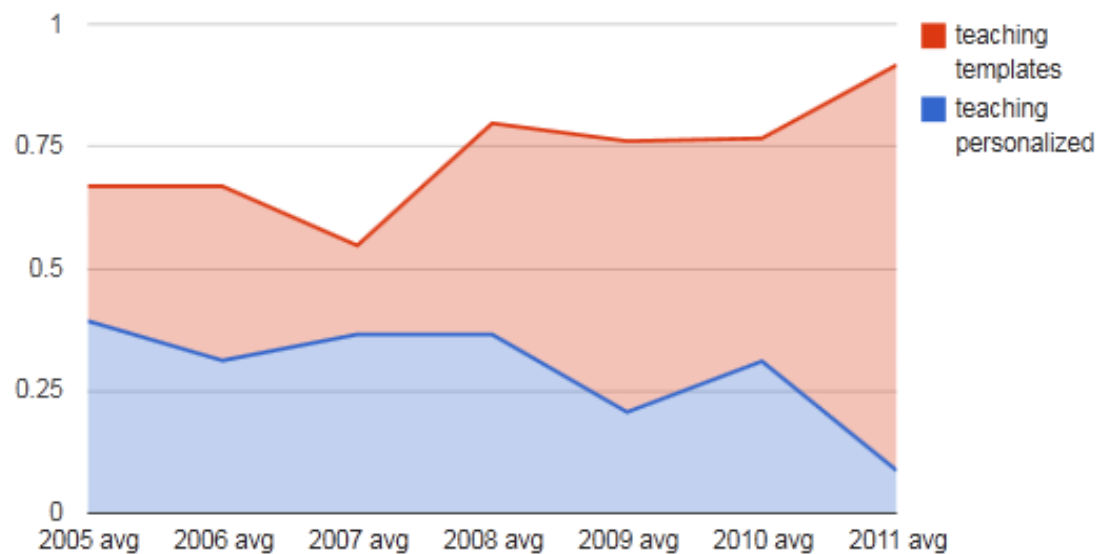
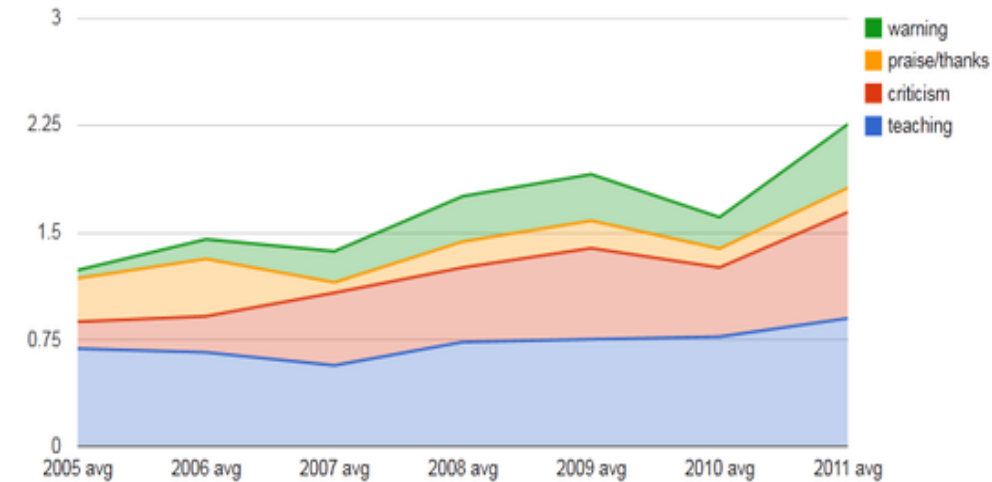
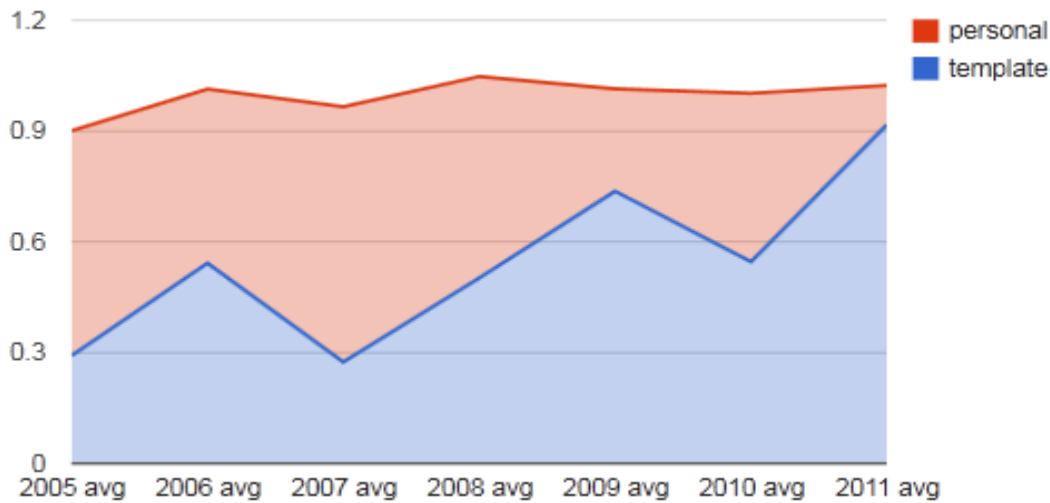
**Strengthen, grow and increase diversity of the editing community that is the lifeblood of Wikimedia projects**

- Better understanding the experience of highly active editors
- Building a launch pad for community-led projects that improve the experience of highly active editors
- Transforming the fundraiser to support editor retention and recruitment goals
- Improving and stabilizing reader and community relations



# What's happened so far this year: Community

Summer of Research: Some important insights in understanding the decline in retention. For example...

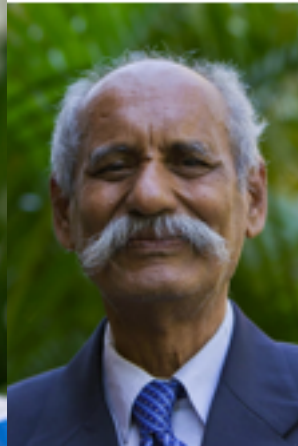


# What's happened so far this year: Community

Developing a model for community engagement and change:

- Evolving the model
  - The Fellowship program
  - Community (Un)organizers
- Focusing on highly-active editors. (There are 55 new 1000+ editors per week!)
- Projects
  - Template testing project
  - Mentorship and "rescue" experiments
  - Convenings of highly active contributors and specialized contributors

Fellowship projects are intended to help scale and increase sustainability of the work of volunteers in the Wikimedia movement by providing intensive, time-limited support focused on key areas of risk and opportunity.



# What's happened so far this year: Community

## 2010 Fundraiser breakthroughs:

- More money and less annoying campaign than 2010
- Shorter: 46 days, down from 50
- Put the spotlight on editors and used Jimmy only when we needed him: 12 days of Jimmy, down from 36
- Global Collect enabled 80+ new currencies, local bank transfer in 50+ new countries, an additional new credit card (JCB), six new online direct debit options, direct debit in 12 additional countries, two new e-wallet products and two new cash products, compared with 2010
- Donations from almost every country
- Collaborated more closely with remaining payment processing chapters to improve their donors' experience
- Improved experience for donors in several countries where chapters processed payments last year.

# What's happened so far this year: Community

Using the fundraiser to strengthen community capacity.

Example: translation

- 1,676 active volunteer translators, up from 361 in 2010
- New role: 35 volunteer language coordinators in 2011
- Higher quality translations resulting from more translators for each translation -- 4.3 in 2011, up from 3.4 in 2010
- More types of text translated: 10 in 2011, up from eight in 2010
- Text translated into more languages: 112 in 2011, up from 83 in 2010

# What's happened so far this year: Community

Improving and stabilizing reader and community relations

- From sporadic fire fighting to systematic support:
  - Less drama = more editing
  - Clear and reliable way to engage WMF = more stability
- 441 cases logged since April; 420 closed
- 31% of cases pushed back to community
- enWP ArbCom/WMF relationship turnaround from bad to good
- Terms of Use as a case study for growing goodwill and trust
  - translated into 20+ languages
  - 120 issues raised, discussed and resolved in a discussion longer than the Grapes of Wrath
  - Result: more than 200 changes, and a TOU which has achieved community acceptance and increased mutual trust.

# What's upcoming this year: Community

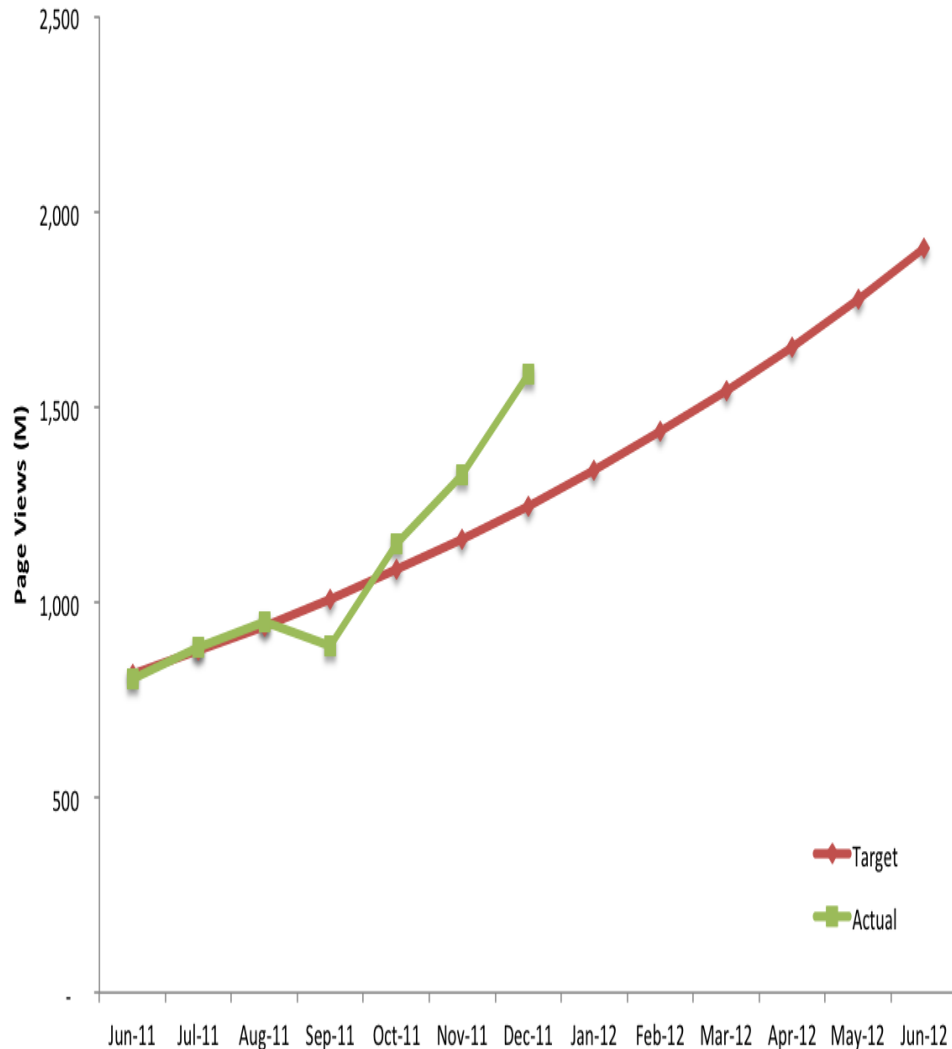
- Expand template improvement project to additional languages (English & Portuguese)
- Worldwide convenings of highly active contributors in mature Wikipedias
- Recruitment of a couple more community organizers to work on retention
- A few retention-focused fellowships
- Summer of Analytics (successor to Summer of Research)
- Complete transformation of fundraising to becoming a by-product of community work
- Further extend Global Collect and reduce spending per dollar on fundraising

# **GLOBAL DEVELOPMENT**



# Global Dev: On track to hit Mobile target

WP Mobile Page Views: FY 2011-2012



Current partnership pipeline focused on Wikipedia Zero could reach over 500M subscribers in priority geographies

- Orange launched in January (55M in Africa)

Serious effort to understand mobile needs

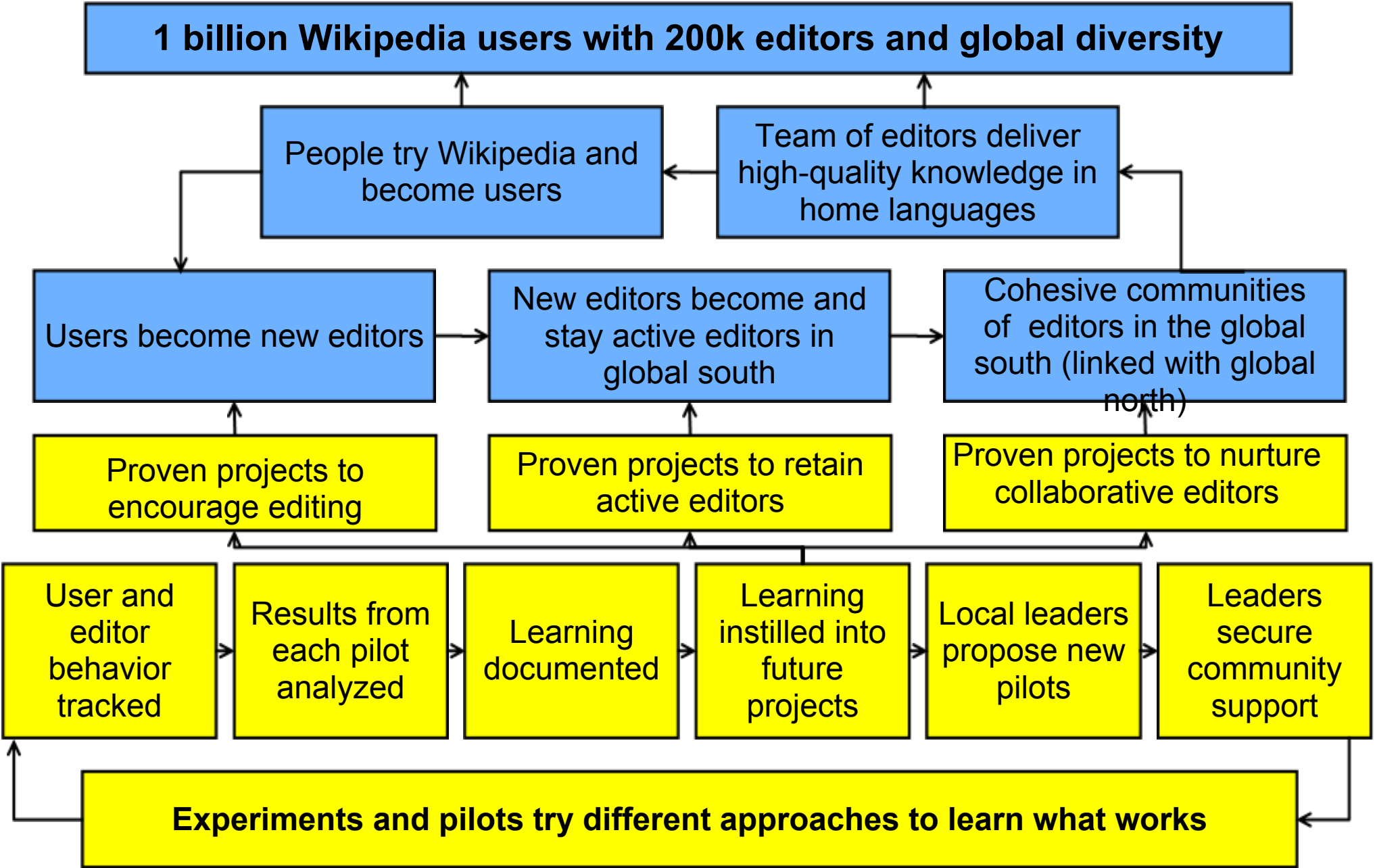
- Qual research in India, Brazil, US
- Mobile survey

Improvement in our mobile offering:

- Revised Mobile Gateway with new features
- #1 Wikipedia app in Android Market
- Wikipedia Zero platform
- Prototype SMS/USDD access to Wikipedia

Close partnership between GD and Engineering along with growing mobile dev community

# Global Dev: What we are trying to achieve with the Catalysts



# Global Dev: Catalyst work is underway in all three geographies



## India launched:

- Hired a strong team
- Supported Wikiconference India
- Failed pilot in Pune, but lots of good learning
- Navigating difficult community politics
- Navigating difficult legal issues
- Solid work focused on new initiatives in Indic languages and Outreach



## Brazil building strong foundation (pre-launch):

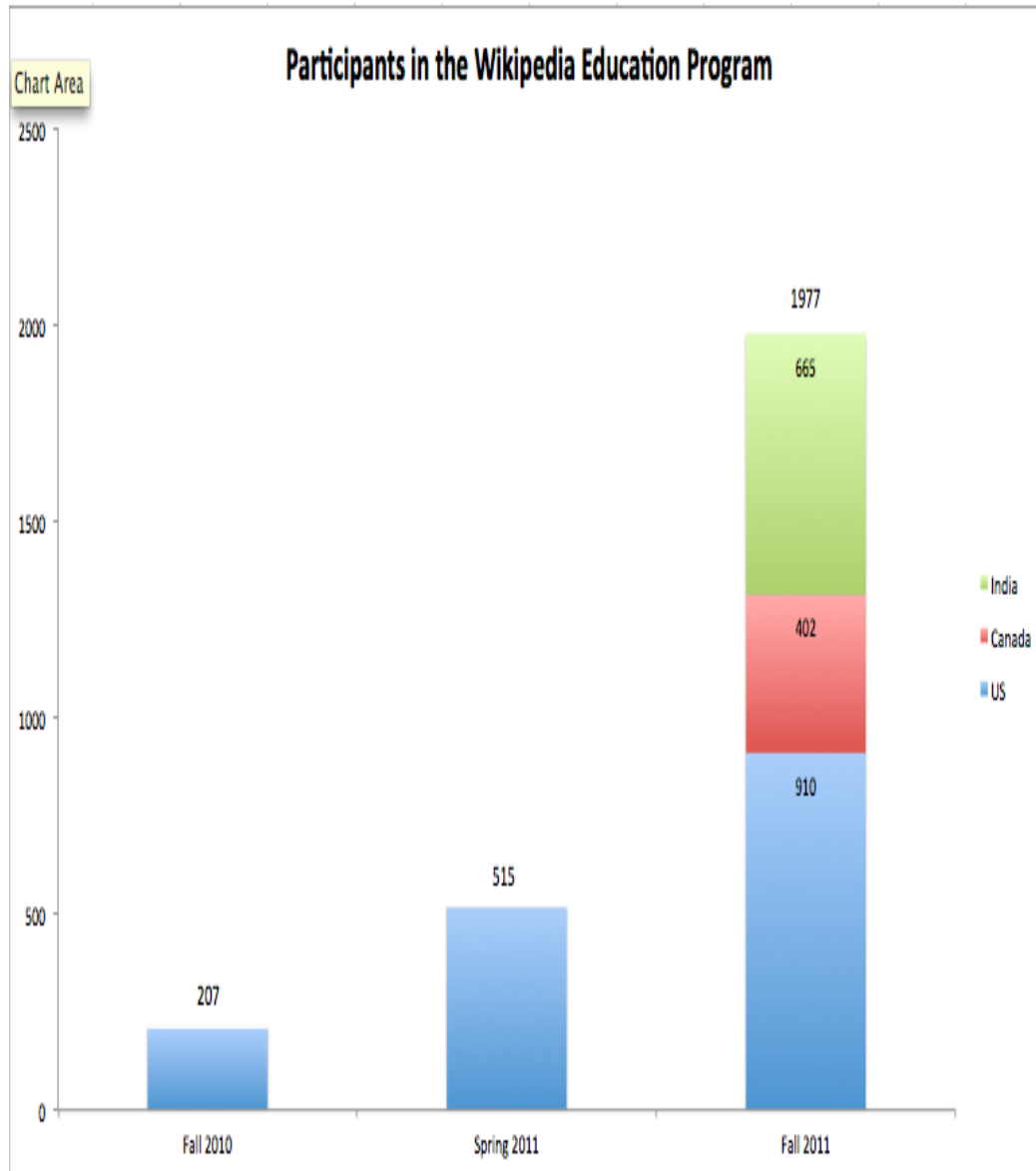
- Close community partnership emerging
- Solid research on dynamics of PT:WP well received
- Supported local education pilots in a low key way
- Collaborative search process to hire the team



## Arabic language countries off to a strong start (pre-launch):

- Took advantage of offer by Qatar Fdn to host an Arabic WP convening; was awesome!
- Strong AR:WP community support, interest in growth
- Due diligence and planning for a pilot in Cairo starting in Feb.
- Beginning regional outreach to build community unity

# Global Dev: Education Program showing progress, even with India challenges



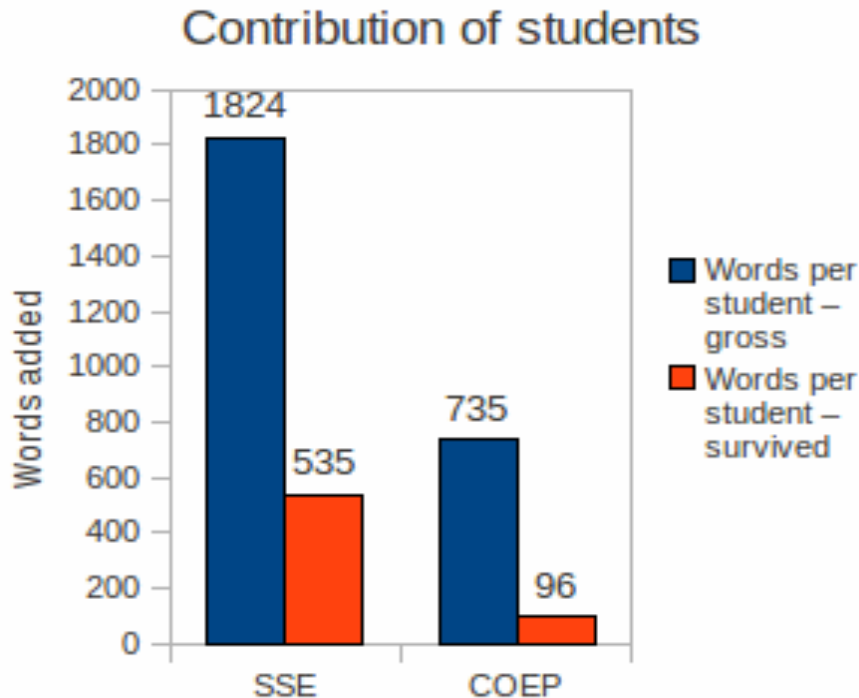
Global Education program continues to show promise:

- US program continues growth, but with much reduced WMF resource support
- Big challenge was India pilot (see next page)
- Program launched in Canada, largely with volunteer effort
- Program piloted by a professor and Wikipedian in Brazil
- Interest from multiple chapters in the program (DE, SE, UK)
- Research into Egypt and Brazil pilots in the spring

# Global Dev: India Education Pilot was a failure with costs, but valuable lessons

## What went wrong (short version)

- Large number of copyvios by students and generally low quality contributions
- Insufficient support capacity to respond effectively resulting in high tax on EN:WP community
- Poor communications with EN:WP community



## Lessons learned

- Need for thorough due diligence process
- Early pilots to be much smaller, scale slowly
- Need the WP community in the tent from the outset with open communication lines
- Tighter partnership between SF/India team, more candid dialogue along the way

## How we are learning from it

- Hired an evaluator to capture feedback from different stakeholders (report published)
- Thorough quantitative review of each class
- Internal senior team post-mortem
- Tighter "pilot design" protocol with integrated reviews/evaluation

# Global Dev: Positive improvement in grants, despite community noise

- 24 grants approved year to date valued at \$690K
- Creating opportunities for decentralized program work
  - First annual plan-based grant via main process to AR to build a sustainable program
  - Funded Wikiconference India and other India outreach
  - Eight grants to non-chapter groups or individuals
- Large annual plan-based grants to AT, SE, HU in shift from payment processing (AU, NL in process)
- Enhancements to grants process including formal grant agreement for annual plan grants, more systematic and predictable review process
- We created the Grants Advisory Committee

# Global Dev: We are communicating better and have built our research capabilities

## Communications:

- Significant effort focused on SOPA and India risk mitigation
- Organization is communicating a lot more with the movement than a year ago with timely monthly reports, lots of blogging
- Timely completion of annual report with five translations!
- Generally positive media coverage continues reinforcing our strategy, but secondary priority to movement comms
- Merchandise store ready to go

## Research:

- Utilizing mobile surveys in mobile product design work
- Finishing second editor survey which will give us trend data for the first time
- Big reader survey from last summer
- Big challenge: Improving our data analytics capabilities for overall goal tracking and project evaluation

# Global Dev: Top priorities through to June

1. Launch new mobile partnerships with WP-Zero and maximize reach of our mobile platforms in the Global South
2. Get catalyst projects in all three geographies started on cycles of disciplined piloting focused on editor growth: assess-design-monitor-tinker-evaluate
3. Reposition the grants process as a core funds dissemination mechanism for the movement with strong community ownership *and* tight accountability
4. Strengthen the global education team infrastructure and systematize knowledge to enable growth via community effort
5. Strengthen data analytics and measurement capabilities so we measure everything we do in a timely fashion

Global Development mid-year report and goals for the second half are available at [http://meta.wikimedia.org/wiki/WMF\\_Global\\_Development\\_Midyear\\_report\\_2011-12](http://meta.wikimedia.org/wiki/WMF_Global_Development_Midyear_report_2011-12)



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# 2011-12 Plan Finances results to date

Plan: "In 2011-12, the Wikimedia Foundation plans to increase revenue 24% from 2010-11 projections, to \$29.5 million. We plan to increase spending 53% from 2010-11 projections, to \$28.3 million. The reserve is planned to grow 6% from 2010-11 projections, to \$20.7 million."

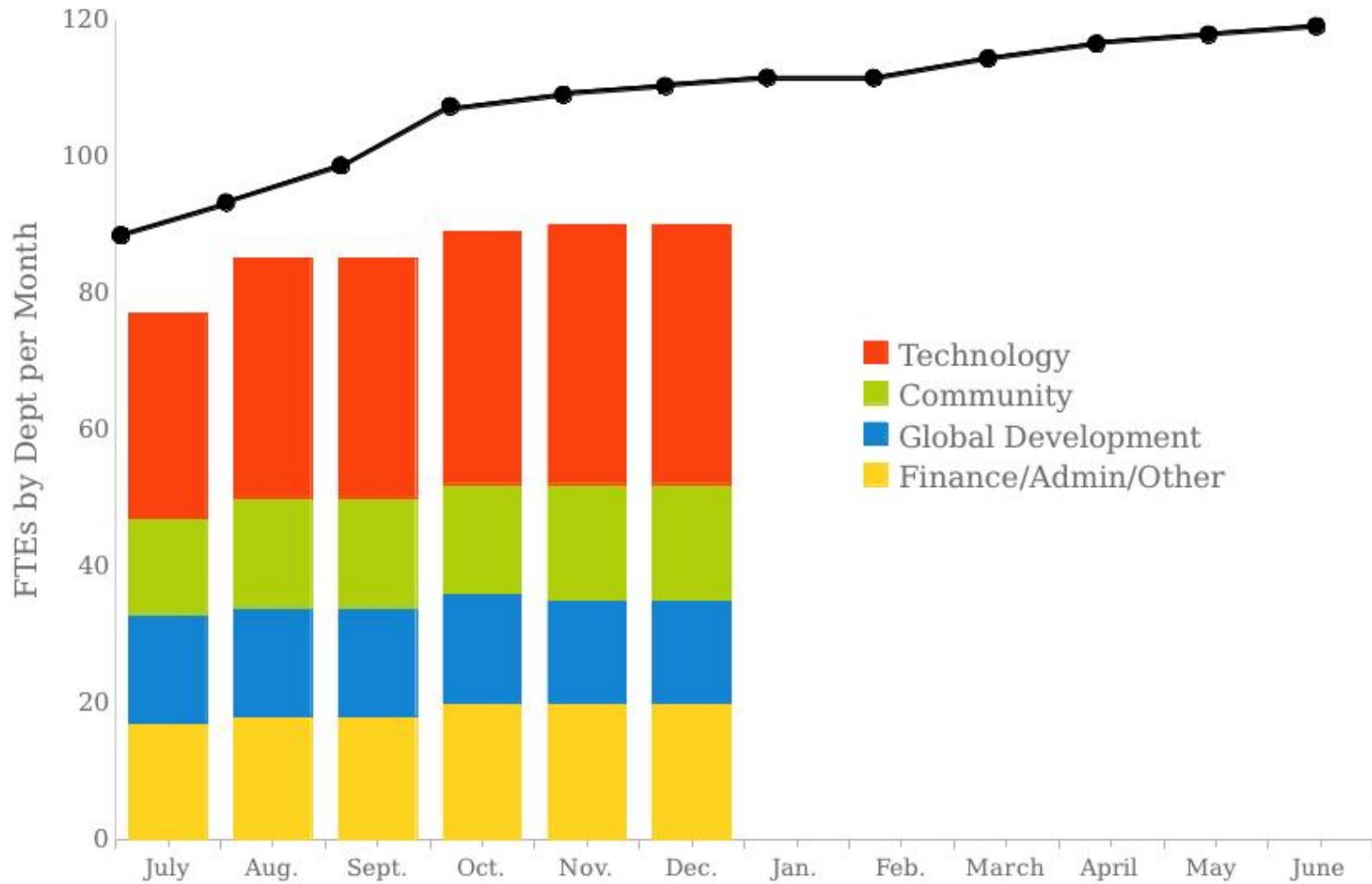
Results to date: As of December 31, revenue is at \$25.6 million, \$2.6 million (11%) ahead of plan. Spending is at \$12.8 million, \$1.4 million (10%) under plan. Cash is currently at \$30 million, \$9.3 million (45%) ahead of plan.

# 2011-12 Plan Staffing results to date

Plan: "The 2011-12 plan reflects our continued desire to grow the organization's programmatic capacity by growing its staff, with an emphasis on thoughtful recruitment and integration of new people. In 2011-12, we plan to grow staff 50% from 78 to 117."

Results to date: As of December 31, total staffing is at 90 people, 19 (54%) behind plan. Our situation is a little better than this though, because Tech has done some hiring as contractors rather than staff.

# Hiring Summary 2011-2012



As of December 2011 - Plan: 109, YTD Filled: 24, YTD Attrition: 8, Actual FTE: 90



# Recapping 2011-12 Plan Finances & Staffing

In 2011-12, the Wikimedia Foundation plans to increase revenue 24% from 2010-11 projections, to \$29.5 million. We plan to increase spending 5% from 2010-11 projections, to \$28.3 million. The foundation's total assets are projected to grow 6% from 2010-11 projections, to \$20.7 million.

The 2011-12 plan reflects our continued desire to grow the organization's programmatic capacity by growing its staff, with an emphasis on the thoughtful recruitment and integration of new people. In 2011-12, we plan to grow staff 50% from 78 to 117.

# Recapping activities that support the targets

- 1. Visual Editor:** A new default editing environment for Wikimedia projects which does not require markup
- 2. New Editor Engagement:** Experimental small feature iterations designed to increase new editor retention
- 3. Global Education Program:** makes permanent and internationalizes the most successful aspects of the PPI
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- 6. Wikimedia Labs:** Flexible sandbox & research environment
- 7. Internationalization:** Features designed to enable participation in languages which are currently poorly technically supported - this includes input methods, font delivery, etc.

# 2011-12 plan targets results to date

- 1) Increase the number of active editors from 86K in March 2011, to 95K in June 2012. **Actual November 2011: 79,812**
- 2) Increase the number of Global South active editors from approximately 15.7K in March 2011, to 19K in June 2012. **Estimate for November 2011 is 17.4% of total edits or 13.9K**
- 3) Increase the number of female editors from approximately 9K in spring 2011 to 11.7K in spring 2012. **Estimate from December 2011 survey is 9.5% of active editors or 7.6K**
- 4) Increase page-views to mobile sites from 726M in March 2011, to 2B in June 2012. **Actual December 2011: 1.5B**
- 5) Develop Visual Editor. First opt-in user-facing production usage by December 2011. **Actual December 2011: Interactive prototype deployed to production**
- 6) Develop sandbox for research, prototyping, and tools development, with initial hardware build-out and first project access by Dec. 2011, & full access for all qualifying individuals/projects by June 2012; **Actual: First users accepted in November 2011; 36 projects as of 1/12**
- 7) Increase read uptime from 99.8% in 2010-11 to 99.85% in 2011-12. **Actual: 99.97% read uptime as of December 31, 2011**

# Read Uptime YTD



Display: Availability shown: on average [standard view](#)  
of monitor: Wiki pla...:Random]] (http) of: [all monitors] group: together  
Period: Custom from: 01-07-2011 23:03 until: 31-12-2011 23:03

Elements per chart: 10 Hide legend:   
Use chart type: Flash charts Floor Y-axis:  Filter by station:

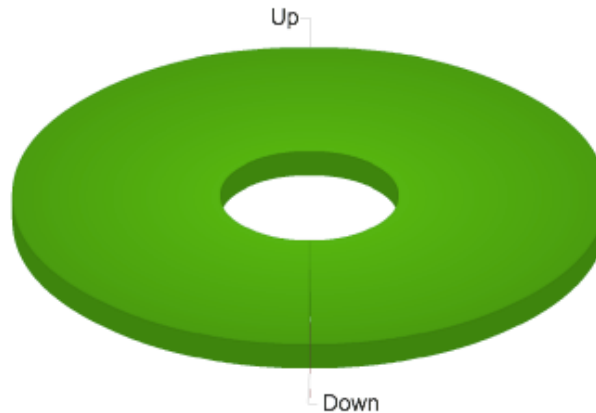
show

## Availability

### Average availability

07/01/2011 23:03 to 12/31/2011 23:03

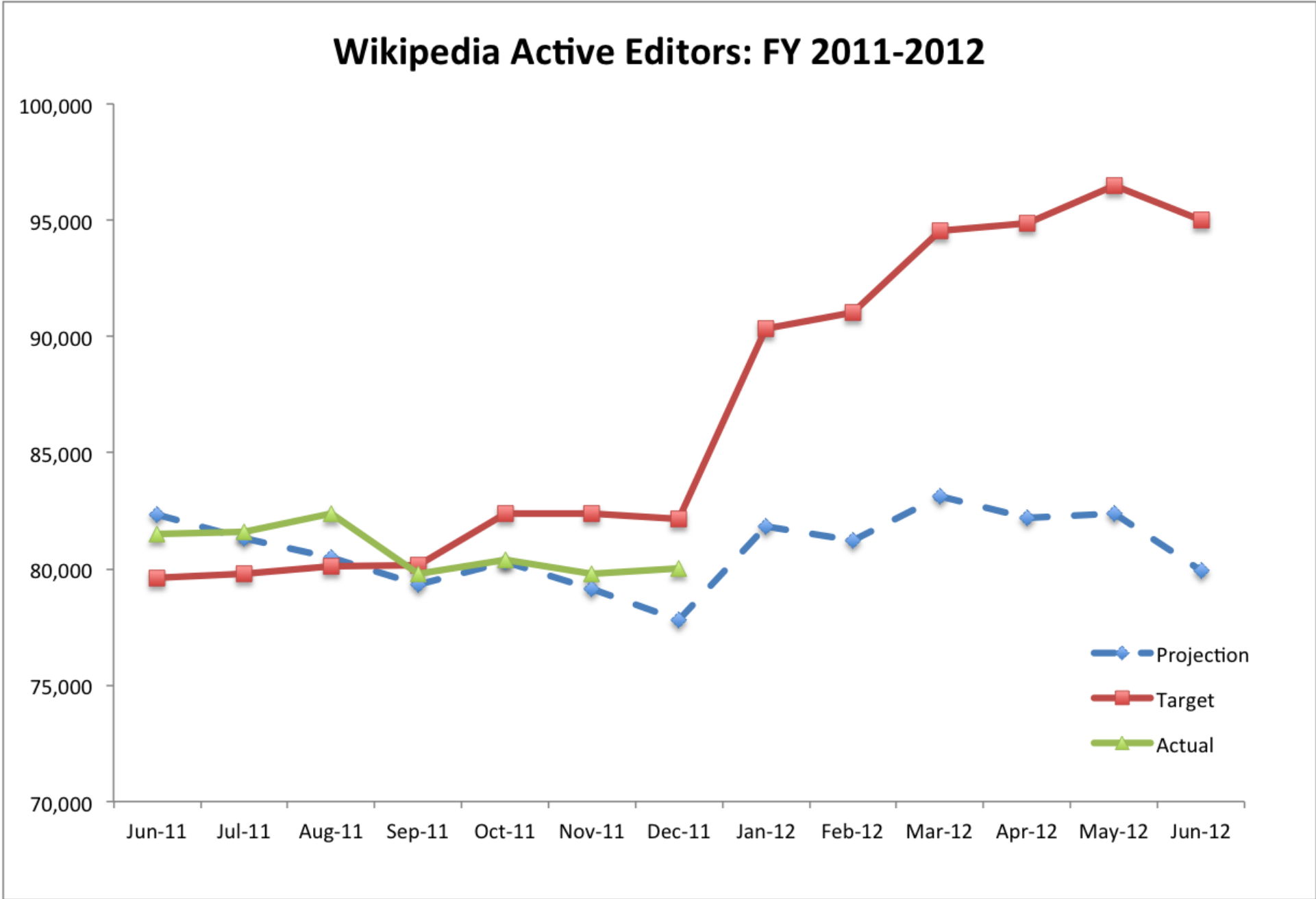
Monitors: Wiki platform [[w:en:Special:Random]]



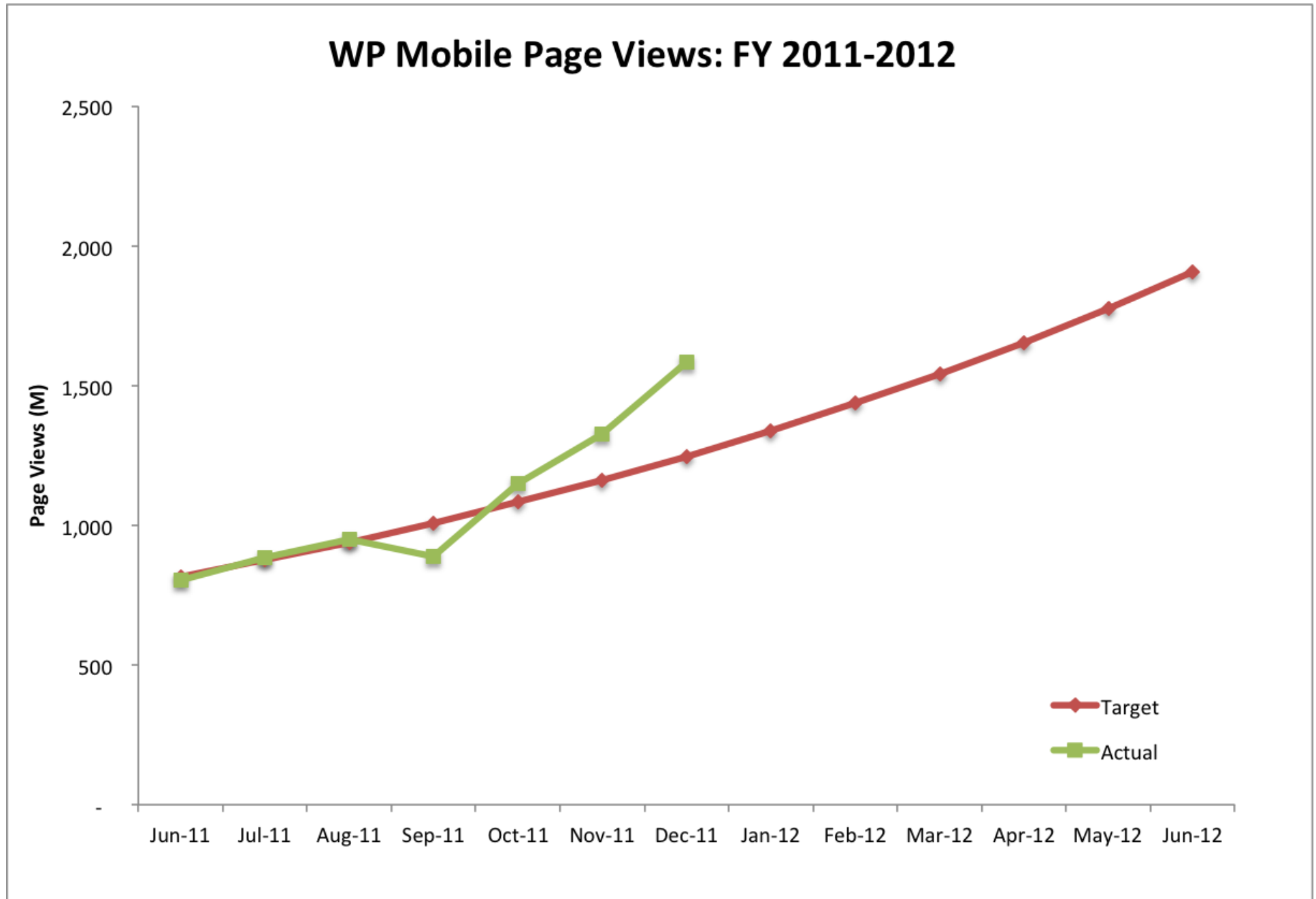
Up 99.9724 % Down 0.0276 %



# Active Editors: Actuals vs. Target



# Mobile Pageviews: Actuals vs. Target



# A simpler view

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- 2) Increase the number of Global South active editors from approximately 15.7K in March 2011, to 19K in June 2012;
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- 4) Increase page-views to mobile sites from 726M in March 2011, to 2B in June 2012;
- 5) Develop Visual Editor. First option user-facing production usage by December 2011, and first smartphone default deployment by June 2012;
- 6) Develop sandbox for research, prototyping, and tools development, with initial hardware build-out and first project access by December 2011, & full access for all qualifying individuals/projects by June 2012;
- 7) Increase read uptime from 99.5% in 2010-11 to 99.85% in 2011-12.

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5. Discussion: Board members' reactions to 2011-12 so far, and initial thoughts about planning for 2012-13 *Board: 60 minutes*

# KEEP doing this (1 of 3)

- The investment in mobile is working: readership is exceeding expectations;
- Agile, team-driven development with tight iterations has been effective for fundraising and mobile, and is enabling us to roll out better features faster;
- Mumbai and SF hackathons are recruiting new volunteer engineers, and will create a pipeline for hiring;
- Giving community members access to technical resources and data sets is enabling them to easily experiment;
- We are getting smarter about hiring: it's artisanal chocolate-making not an industrial process;
- Adding community liaison roles throughout the organization builds community goodwill and trust, enables community input to be well-used, and enables better-quality work overall (ie TOU, MoodBar);

# KEEP doing this (2 of 3)

- Legal can earn social & political capital!;
- SOPA was a model for effective community-staff work, due to clarity around roles-and-responsibilities, lots of communication, rigorous transparency and a common purpose/enemy;
- Fundraising is getting really smart and aligned with the rest of the organization: GlobalCollect helps Wikipedia feel more local for donors around the world, and the appeals are helping readers understand what Wikipedia is and how it works;
- Org structure is improving; needs to continue to evolve;
- Global grants program is funding lots of activities around the world, and is building staff grant-making expertise;
- Dedicating resources to internal community communications (report-writing, translations) builds community goodwill and trust;

# KEEP doing this (3 of 3)

- Continued research and experimentation is essential to helping us better understand our major challenge: the difficulties faced by new editors;
- When the conditions for success are in place, students will contribute high-quality text (PPI, GEP), although they do not stick around afterwards;
- Contributing images is easy and fun for new people (WLM), although they do not stick around afterwards;
- Exposing community members to readers' and new editors' input is a necessary precondition to better shared understanding and working together (AFT, MoodBar);
- Involving community members in our experiments to improve editor retention is critical for community acceptance and good understanding & decision quality.

# **STOP** doing this (1 of 2)

- Everybody at all levels of the WMF needs to stop spending social & political capital accidentally, or on stuff that doesn't matter;
- We need to stop surprising the community: we need to acknowledge that time works differently for volunteers, and they need lots of advance notice for everything. Over-transparency has never harmed us, but lack of transparency has;
- Internally in the organization we need to shift from the assumption that our scarcest resource is money, to the acknowledgement that it's time. We need to get better at conserving energy, focusing and saying no;



# **STOP** doing this (2 of 2)

- Internally in the organization we need to get sharper about community interaction. For some staff, it's a core part of their job. For others, it is not;
- We need to stop being uncomfortable about leadership in our context. People deserve clarity and honesty;
- We need to stop behaving as though foundation-I and similar venues are an accurate reflection of community views: they are not always;
- We need to stop ignoring movement players such as ArbComs;
- We need to get much better at ignoring trolls;
- We need to deal more effectively with movement politics: acting on clear plans to solve problems.

# START doing this (1 of 2)

- Increase resources for editor retention activities;
- Stay the course on retention work that's already underway, and protect those resources from distraction;
- Assign other resources to explicitly earning social & political capital for the org, so it can be spent on editor retention;
- Actively monitor the bank balance (social & political capital);
- Assess community views and factor them into the total cost of projects before green-lighting. In some cases, community opposition will be a dealbreaker;
- Develop easy routinized methods for assessing community sentiment (RfCs, polls) in multiple languages, and routinely dedicate resources to community input-seeking and facilitation of discussions (TOU, AFT);

# START doing this (2 of 2)

- Invest in better understanding non-English communities, especially German, French, Spanish, Russian, Italian and Japanese;
- Bring together and listen to highly-active contributors who've been sitting out community and policy discussions;
- Work to increase community acceptance of the idea that the WMF will experiment to create new features without consensus, and that experimentation is good;
- Better support editors along language lines and activity lines (e.g., page patrollers, ArbComs, OTRS workers): find out what they need and give it to them;
- Bring new people into the movement to help it open up -- e.g., more students, more volunteer programmers and designers, more academics and researchers.

# Agenda

1. Recap 2011-12 plan basics: targets, finances/staffing, key activities *Sue: 10 minutes*
2. Narrative stories (deep dives) into programmatic departments: Technology, Community, Global Development *Erik, Zack, Barry, with discussion: 90 minutes*
3. Assessment of where we're at against plan: basics, activities and targets *Sue: 15 minutes*
4. Learnings from 2011-12 thus far, and lookahead to our initial thinking about 2012-13 *Sue: 20 minutes*
- 5. Discussion: Board members' reactions to 2011-12 so far, and initial thoughts about planning for 2012-13**  
***Board: 60 minutes***

# DISCUSSION

1. What does the Board think about where we're at?
2. We are failing to crack editor retention, thus far. How should we respond?
3. When it comes to lessons learned (keep, stop, start) where do Board members agree, and where do they think we're drawing the wrong conclusions?
4. Given where we're at today, what guidance would the Board give us as we set out to develop the 2012-13 plan?
5. How do the FR&FD conversations fit into this? How do the chapters fit in?