Agenda

- Welcome
- Operations
  - Audience metrics
  - Finance & revenue
  - Organization
- Medium term plan
- AI & Wikimedia
- Wikimedia 2030
- Updates
- Board business
- Executive session
Operations
## Audience & Financial

<table>
<thead>
<tr>
<th>Status</th>
<th>Measure</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Interaction</strong></td>
<td>Interactions include pageviews + previews; we do not yet have 1 year of previews data to provide YoY comparisons. The positive YoY trend in total pageviews we have observed since May 2018 held up, but barely so at +1%.</td>
</tr>
<tr>
<td></td>
<td><strong>Active Editors</strong></td>
<td>Active editors has shown slight year-on-year growth over the past several months, as gentle growth in existing active editors has balanced out a long-term decline in new ones.</td>
</tr>
<tr>
<td></td>
<td><strong>Total Content</strong></td>
<td>Total content has returned to a steady rate of increase, with past spikes of automated content creation largely ended.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Status</th>
<th>Measure</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Fundraising</strong></td>
<td>● Donation revenue surpassed the year to date target (Jul-Feb) by $16M</td>
</tr>
<tr>
<td></td>
<td><strong>Expense</strong></td>
<td>● Our year to date budget is (-8%), which is within our target and has enabled us to fund additional investments in Q3 and Q4.</td>
</tr>
</tbody>
</table>

1. *See pages 86-90 for metrics color coding definitions*
Interactions include pageviews + previews; we do not yet have 1 year of previews data to provide YoY comparisons. The positive YoY trend in total pageviews we have observed since May 2018 held up, but barely so at +1%.

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

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

* NA due to no preview data available for YoY comparisons
Program snapshot - Search engine optimization (SEO)

- >60% of project traffic comes via Google and other search engines, but we’ve never tried to optimize this critical source of readers.

- In Q2 2018-19 we made some changes to drive additional traffic and ran an AB test. The results, a projected 1.4% increase in Google visits*, are very promising.

- We plan to roll this out to all pages in Q3 and expect to generate ~102 million more visits per month.

* Page interactions per visit are at least 1, and possibly much higher. The average is approximately 5 for desktop, 2 for mobile web.
redacted
Financials

Improvements in our grant administration process enabled us to more quickly turn around grant agreements, resulting in an earlier expense recognition in December.

We have not yet needed to spend our “Opportunity Fund” that was set aside for additional emerging needs.

To expand our internal collaboration time, we expanded the All Hands event from 2 to 5 days.

*Others included Legal fees, Endowment and miscellaneous expenses
Medium Term Plan
Process planning
Process design and timeline

- The Medium-Term Plan (MTP) will be driven by the Foundation’s goals and priorities, as informed by the Wikimedia 2030 Strategic Direction.
- The medium-term plan will describe the key medium-term outcomes and metrics that the Foundation intends to achieve in 3-5 years.
- Our process model assigned group to facilitate collaborative, Foundation-wide thinking, synthesized and refined by the leadership team.
- The MTP will inform annual budgeting and a lightweight plan for 2019-2020.
Goals
Goal:

Grow participation globally, focusing on emerging markets

We will expand the use of Wikimedia sites, projects, and products, across the globe, with a focus on increasing engagements in low-awareness or low-use geographies and languages, in order to bring the number and diversity of our users in line with rates of overall internet usage.
Modernize our product experience

Goal:

We will make contributor and reader experiences useful and joyful; moving from viewing Wikipedia as solely a website, to viewing the Wikimedia ecosystem as a collection of knowledge, information, and insights with infinite possible product experiences and applications.
Priorities
A map of our priorities
Brand Awareness

Clarifying and strengthening the global perception of Wikimedia and our free knowledge mission, and growing awareness and affinity with people in places we don’t yet serve.
Brand Awareness

Outcomes

- Clarify and strengthen our brand architecture.
- Increase global outreach in areas where awareness is below 50%.
- Strengthen brand affinity with existing audiences for a sustainable reputation.

Metrics

Increase Wikimedia brand recall in low awareness areas:

**From 40% to 60% by 2024**

Maintain brand awareness in high-awareness areas:

**At 80% in high saturation areas**
Worldwide Readership

Increasing our total readership numbers by attracting and retaining users that reflect the world we’re trying to serve through integrating compelling consumption experiences on and off platform, supported by outreach and marketing efforts.
Worldwide Readership

Outcomes

● Make incremental but meaningful changes to our core products
● Substantially extend our core product experiences
● Change the paradigm of free knowledge

Metrics

Increase by 20% the monthly average of:

content interactions
and
unique devices
Thriving Movement

Co-creating, growing, and cultivating a safe and welcoming, diverse, sustainable, and thriving movement of leaders, contributors, advocates, and partners for free knowledge
Thriving Movement

Outcomes

- We will welcome and support newcomers
- Strong, diverse, and innovative communities that represent the world
- Partnerships and coalitions with strategically aligned organizations
- Strong, empowered Movement leaders
- Diverse content creation support
- Safe, secure spaces and equitable, efficient processes for all

Metrics

- Increase global content by 20% each year
- Increase editor participation and retention By 5% per year, including underrepresented geographies
Platform Evolution

Improving and modernizing Wikimedia’s technical ecosystem to respond to a landscape where AI is creating content, rich media dominates learning, and the tools people use to collaborate work easily across a multitude of devices and require minimal technical capabilities.
Platform Evolution

Outcomes

- Software platforms: integrated machine learning, rich media, and structured data with tooling for internal and external development and reuse of code and content.
- Fully automated and continuous code health and deployment infrastructure.
- Tooling and processes for technical and editor communities provide easy access for engagement and contribution.

Metrics

Increase by 20% - 25%:
- *machine learning, structured data* with rich media integration;
- *engineering productivity* and technical community indicators.
Global Advocacy

Championing and defending the integrity and independence of free knowledge, the Wikimedia community, projects, and values with governments, businesses, civil society, and other stakeholders
Global Advocacy

Outcomes

● Create a free knowledge policy agenda.
● Influence conversations that affect our free knowledge policy agenda.
● Form partnerships that advance our free knowledge policy agenda.
● Share our agenda with our communities.

Metrics

Increase awareness and support with targeted policymakers, civil society, international organizations, academia and other industry sectors.

Create a human rights impact assessment.
Organizational Efficacy

What do we need to invest in — internally?

- Organizing our work around programmatic outcomes
- Planning for high-impact and multi-year outcomes
- Resourcing our outcomes and goals
- Defining metrics and making evidence based decisions
- Building a shared understanding of key decisions and goals across the Foundation
- Assessing and managing risk to the Foundation and to our work
- Building practices, processes, and norms that reflect our values
3-year financial plan
Annual Fund Target: $150 million by 2021-22
Endowment Goal: $10 million per year
($5 million direct, $5 million through the annual campaign)

3.5 years away from hitting $100 million
Endowment Campaign target

... while building a large planned
giving pipeline that
can fuel growth
beginning in 2026.
What success looks like on June 30, 2022:

$150 million WMF Annual Fund

$67.5 million Wikimedia Endowment
10 MILLION donors!
Advancement Revenue

**2019–2020**
- Online: $88M
- Major gifts: $10M
- Chapters: $12M
- Total: $110 million

**2020–2021**
- Online: $104M
- Major gifts: $12M
- Chapters: $14M
- Total: $130 million

**2021–2022**
- Online: $119M
- Major gifts: $15M
- Chapters: $16M
- Total: $150 million
In the next 3 years,

- Our baseline investments in Year 0 (FY18-19) is projected to grow to $107.5M
- Our baseline investments in Year 0 include work we have already started toward the Medium-Term Plan
- We will have $10.9 to $44M to make new investments in our Medium-Term Plan
- The compounded average growth rate is 18% from FY18-19 to FY21-22

\(^1\)Percentage of year over year growth
Investing in our priorities FY19-20

$80.2M in program expense
Including the following as a % of total plan

- **3% Global Advocacy**
- **4% Brand Awareness**
- **8% Worldwide Readership**
- **9% Platform Evolution**
- **19% Thriving Movement**
- **29% Core**

Core services include all of the Foundation's programmatic work not directly supporting a priority.

Over 60% of our growth is invested in the priorities -- in areas like:

- Building our marketing capacity and running campaigns
- Conducting advocacy and public policy research
- Developing our visual identity
- Enhancing the productivity of our development cycle on our platform
- Expanding our point of presence
- Organizing regional events targeted at expanding diversity and new contributors
In the second year and third year of our plan we will continue to focus investments in our priorities.

While plans are still in development, we are evaluating how we will invest in things like:

- Enabling rich media in our platforms and products
- Brand launch and campaigns
- Continued expansion of our points of presences
- Ongoing marketing campaigns
Financial Ratios: Programmatic focus

FY18-19 Projected
- Programmatic: 77%
- General & Administrative: 12%
- Fundraising: 11%

FY19-20 Target
- Programmatic: 74%
- General & Administrative: 12%
- Fundraising: 14%

FY20-21 Target
- Programmatic: 75%
- General & Administrative: 12%
- Fundraising: 13%

FY21-22 Target
- Programmatic: 75%
- General & Administrative: 12%
- Fundraising: 13%
A world where every single human can share in the sum of all knowledge.
Content made possible by people!
Or what if *free* has simply been too cheap for competitors?
And what if that is changing?
What if machines could produce encyclopedic content on their own?
In 2003, a “machine” (rambot) grew English Wikipedia 60% in 1 week

Autaugaville, Alabama

From Wikipedia, the free encyclopedia

Autaugaville is a town located in Autauga County, Alabama. As of the 2000 census, the population of the town is 820.

Geography

The town has a total area of 20.5 km² (7.9 mi²). 20.0 km² (7.7 mi²) of it is land and 0.4 km² (0.2 mi²) of it is water. The total area is 2.15% water.

Demographics

As of 2000, there are 820 people, 316 households, and 219 families residing in the town. The population density is 41.0/km² (106.1/mi²). There are 384 housing units at an average density of 18.1/km² (47.3/mi²). The racial makeup of the town is 32.32% White, 65.98% African American, 0.24% Native American, 0.00% Asian, 0.00% Pacific Islander, 0.00% from other races, and 1.22% from two or more races. 0.98% of the population are Hispanic or Latino of any race.

There are 316 households out of which 34.5% have children under the age of 18 living with them, 39.6% are married couples living together, 25.0% have a woman living with her, and 30.4% are non-families. 28.5% of all households are made up of individuals and 13.6% have someone living alone who is 65 years of age or older. The average household size is 2.61 and the average family size is 3.18.
Evolution of machine wordsmithing

Spell Check: Misspelled words detected and suggested corrections provided using comparisons to dictionary lists.

Natural Language Processing: Misspelled words, parts of speech, turns-of-phrase, wrong keyboard detection and did-you-mean suggestions provided by structuring data into machine learning models on the fly to make real-time comparisons and suggestions.

Natural Language Generation: Generating content from existing structured data repositories.

WE ARE HERE

Where we are heading?* * Machine translation is already happening
Machine translation is getting really good.
Colonization of Mars

An artist's conception of a human Mars base, with a cutaway revealing an interior horticultural area.

Mars is the focus of much scientific study about possible human colonization. Its surface conditions and the presence of water on Mars make it arguably the most hospitable of the planets in the Solar System, other than Earth. Mars requires less energy per unit mass (delta-v) to reach from Earth than any planet except Venus.

Colonización de Marte

La concepción de un artista de una base de Marte humana, con un cutaway revelando un interior área hortícola.

Marte es el foco de mucho estudio científico sobre colonización humana posible. Sus condiciones de superficie y la presencia de abreviar encima marca de Marte es arguably el más hospitalario de los planetas en el Sistema Solar, otro que Tierra. Marte requiere menos energía por masa de unidad (delta-v) para lograr de la tierra que cualquier planeta exceptúan Venus.
OpenAI
Better Language Models and Their Implications

We’ve trained a large-scale unsupervised language model which generates coherent paragraphs of text, achieves state-of-the-art performance on many language modeling benchmarks, and performs rudimentary reading comprehension, machine translation, question answering, and summarization—all without task-specific training.
Several AI companies have the ability to write encyclopedia articles entirely with machines. It is not very good... yet.
Wikipedia Value

Readers

Editors

advocacy and donations

local content creation

role change
Wikipedia Value

advocacy and donations

Readers

Editors

local content creation

role change
Threat and/or opportunity?
Both.
Today

Creation

Community

Curation

Community

Distribution

Website

Tomorrow

Community, AI/ML

3rd parties, KaaS
Content gaps
Just 123,000 of Wikipedia’s 47 million articles are in Hindi.
1.5% of all Wikipedia edits come from Africa
Mission gaps
Without Humans, A.I. Can Wreak Havoc

Let’s not let artificial intelligence put society on autopilot.

By Katherine Maher
redacted
Bias, manipulation, and amplification
How do we respond?
Potential options:

1. **Race the machines**: Provide increasingly sophisticated knowledge products that rely on uniquely human judgement (video, etc)
2. **Get in bed with competition**: Unacquired subsidiary of Google?
3. **Climb the value chain**: Generate a value proposition that goes beyond content generation
4. **Leverage our brand**: Diversify into other sectors
5. **What else?**
Questions
1. How might the communities react to the introduction of AI for content generation?
   a. What mandate does the Foundation have to introduce these technologies?

2. How might the Foundation engage with these technologies?
   a. Should we partner, acquire, or build?
   b. Who can’t we partner with?
   c. What can’t we partner on? Or, how much should we do ourselves?

3. What morals do we need in our machines?
   a. What guidance do our Wikimedia values provide around integration, adoption, and development?
   b. Are there any bright lines we cannot cross?
Appendices
Robots in the news

News organizations around the world are creating articles from *structured data* to save time and newsroom costs:

- MittMedia and United Robots (Sweden)
- RADAR (UK)
- The Washington Post (US)
- Valtteri (Finland)
- Xinhua and Caixin (China)

*The Washington Post, for instance, has Heliograf. Originally created for the 2016 Rio Olympics, Heliograf now encompasses other areas with a lot of data, “such as election results, crime, real estate, or earnings announcements.”* The Post *produced 850 articles with Heliograf* between 2016 and 2017.

From: http://www.niemanlab.org/2019/03/heres-how-publishers-around-the-world-are-using-automated-news
Progression of autonomous vehicles

**Phase 0**
The driver constantly performs all aspects of the dynamic driving task. No systems intervene - only those that warn the driver.

**Phase 1**
The driver can take over either steering or acceleration / deceleration. The driver must continuously carry out the other.

**Phase 2**
The system takes over both steering and acceleration / deceleration in a defined use case.

**Phase 3**
The system takes over both steering and acceleration / deceleration in a defined use case. It is capable of recognizing its limits and notifying the driver.

**Phase 4**
The driver can hand over the entire driving task to the system in a defined use case.

**Phase 5**
The system can take over the entire dynamic driving task in all use cases.

**Notes**
- The driver must constantly monitor the drive.
- The driver must be ready to resume control immediately.
- The driver would no longer be required at all.
redacted
EU Copyright
Security Update
Board business
Governance review
Board development
Board Budget
Highlights

Changes from last update:

- Board Chair coaching (Cultivating Leadership) ended in Feb
- Final payment to Ubica Inc. (Alicia Bassuk) for Wikimedia Board development retreat facilitation
- Miscellaneous travel costs to Iberoconf in Santiago, Chile
- Governance review is budgeted at $20k for the year and is projected to utilize the full amount

We are projecting an overrun of 13% ($267k) usage of the total Board budget ($236k) by end of the fiscal year
## Board budget for February 2018

<table>
<thead>
<tr>
<th></th>
<th>MTD Actual (Feb)</th>
<th>YTD Actual (Jul - Feb)</th>
<th>Projected Spend</th>
<th>Total YTD Actual and Projected</th>
<th>Full Year Budget</th>
<th>Description of MTD (monthly) spending details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruiting/Screening</td>
<td>$ 0</td>
<td>$ 54,000</td>
<td>$ 6,000</td>
<td>$ 60,000</td>
<td>$ 20,000</td>
<td>$1.5k expenses for Board Chair coaching (Keith Johnston from Cultivating Leadership)</td>
</tr>
<tr>
<td>Board Members Development</td>
<td>1,500</td>
<td>21,750</td>
<td>14,000</td>
<td>35,750</td>
<td>20,000</td>
<td></td>
</tr>
<tr>
<td>Meetings Facilitation/Admin. Support</td>
<td>8,333</td>
<td>52,430</td>
<td>3,865</td>
<td>56,295</td>
<td>75,000</td>
<td>Ubica Inc. (Alicia) facilitation costs for Wikimedia Board Dev. Retreat</td>
</tr>
<tr>
<td>Governance Review</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>20,000</td>
<td></td>
</tr>
<tr>
<td>General Travel &amp; Conf</td>
<td>2,856</td>
<td>54,093</td>
<td>11,115</td>
<td>65,208</td>
<td>48,000</td>
<td>Travel and boarding cost for Iberoconf in Santiago, Chile</td>
</tr>
<tr>
<td>Wikimania and WMCon Travel</td>
<td>17,277</td>
<td></td>
<td>12,000</td>
<td>29,277</td>
<td>53,000</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 12,689</strong></td>
<td><strong>$ 199,550 (85%)</strong></td>
<td><strong>$ 66,980 (28%)</strong></td>
<td><strong>$ 266,530 (13% over)</strong></td>
<td><strong>$ 236,000</strong></td>
<td>Estimating 13% overrun of the total Board budget by June 2019</td>
</tr>
</tbody>
</table>
Board calendar proposal
Current Board calendar

- 5-7 meetings
- 3 in-person, full day
  - Strategic retreat (November)
  - Annual plan review (Spring, WM Summit)
  - Officers & appointments (Summer, Wikimania)
- Scheduled alongside community events
- Optional “informational” sessions (programmatic briefings)
2018-2019 Calendar

**STRATEGY**
- Nov 8: new member training
- Nov 9-11: Meeting & retreat

**OPERATIONS**
- Strategy, risks, compensation, planning, 990
- Optional participation at Wikimedia Conference

**GOVERNANCE**
- Elect officers
- Appoint/renew members
- Optional participation at Wikimania

**EVENTS**
- Info session
- In-person meeting
- 90 min online meeting
- Info session
- WMCON
- Info session
- 90 min online meeting
- In-person meeting
- Approve annual plan

**DATES**
- Sept 14
- Oct 16
- Nov 9-11
- Jan 23
- Feb 28
- Mar 28
- May 9
- June 14
- Aug 14 & 15
Proposed Board calendar

- 4 quarterly meetings + 1 approval meeting
  - 2x in person, including a 2-day retreat
  - 2x 3.5h, online
  - 1x 90 minute, online
- Scheduled to correspond to Wikimedia Foundation planning and performance cadences
- Integrated programmatic briefings
## Proposed Board Calendar

<table>
<thead>
<tr>
<th></th>
<th>Q1 In person</th>
<th>N/A</th>
<th>N/A</th>
<th>Q2 Online</th>
<th>N/A</th>
<th>N/A</th>
<th>Q3 In person</th>
<th>N/A</th>
<th>Q4 Online</th>
<th>N/A</th>
<th>Online</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>In person, 1 day</td>
<td>Online, 3h</td>
<td>In person, 2 days</td>
<td>Online, 3h</td>
<td>Online, 90min</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Governance</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Appoint new trustees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Elect officers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board priorities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New member orientation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Review</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MTP progress and alignment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program updates</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Review</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q2 results</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program updates</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Big English performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Retreat</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MTP progress and alignment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual planning proposals</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Risk evaluation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Compensation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board health</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ED goals</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Evaluate</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual plan proposal</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>990 Statement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Review</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q3 results</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program updates</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Approve</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual budget</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual plan ED goals</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Review</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Endowment performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Quarterly Focuses:**
- **Q1:** In person, 1 day
- **Q2:** Online, 3h
- **Q3:** In person, 2 days
- **Q4:** Online, 3h
- **EOY:** Online, 90min

**Proposed Board Calendar**

<table>
<thead>
<tr>
<th></th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>In person, 1 day</td>
<td>Online, 3h</td>
<td>In person, 2 days</td>
<td>Online, 3h</td>
<td>Online, 90min</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Committee updates
Housekeeping
Metrics Coding Definitions
## Color coding Audience metrics

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

### Phase 1: Human judgement

- [Color](#)
- [Color](#)
- [Color](#)

### Phase 2: Statistical analysis

Develop a formalized, rigorous process using statistical analysis of historical data to flag anomalies and changes in trends. Expected Q4 FY18-19.
redacted
## Org. Health Metrics status color coding

### Turnover / Tenure

<table>
<thead>
<tr>
<th>Expense Categories</th>
<th>Status</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover / Tenure</td>
<td><strong>On Track:</strong></td>
<td>- <strong>Tenure</strong> - Duration &gt; 2.5 Years</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- <strong>Turnover</strong> - Turnover rate between 0% to 18.9%</td>
</tr>
<tr>
<td></td>
<td><strong>Minor Issue:</strong></td>
<td>- <strong>Tenure</strong> - Duration between 2 years to 2.4 years</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- <strong>Turnover</strong> - Turnover rate between 19% to 22.9%</td>
</tr>
<tr>
<td></td>
<td><strong>Major Issue:</strong></td>
<td>- <strong>Tenure</strong> - Duration &lt; 2 years</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- <strong>Turnover</strong> - Turnover rate &gt; 23%</td>
</tr>
</tbody>
</table>
## Financial Metrics
### Fundraising

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

### Overall Expense

<table>
<thead>
<tr>
<th>Status</th>
<th>Color Coding</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>On Track:</strong></td>
<td>&lt;10% Variance to Board approved budget And/Or Judgement - Variance will not affect overall Plan outcome(s)</td>
</tr>
<tr>
<td><strong>Minor Issue:</strong></td>
<td>Between 10%-15% Variance to Board approved budget And/Or Judgement - Variance may materially affect overall Plan outcome(s)</td>
</tr>
<tr>
<td><strong>Major Issue:</strong></td>
<td>&gt;15% Variance to Board approved budget And/Or Judgement - Variance will materially affect overall Plan outcome(s)</td>
</tr>
<tr>
<td><strong>Metrics / Targets Under Development:</strong></td>
<td>Work in progress of determining the best metrics/targets for the overall goal</td>
</tr>
</tbody>
</table>
Audiences Metrics
Feb 2019 Audiences Metrics: Contributors

Key trends

- Total content continues to increase steadily, with Wikidata adding volatility to the rate of increase. A major burst of Wikidata entity creation in 2017 and early 2018 has ended, leading to the short year-on-year decline here.
- Existing active editors continue to grow gradually at about 2% per year.
- New editor retention has tended to increase in very spiky fashion in recent years, due in significant part to an increasing number of new students from education programs on the English Wikipedia.
- The revert rate, which excludes bot edits, is declining, mainly due to the increase of high-volume editing on Wikidata.
- Total edit rate continues to grow, mainly because of the same high-volume Wikidata editing.

Notes

¹ Mobile edits (and other non-bot edits, which depends on it) is not available this month, since the data infrastructure we used in the past was shut down as part of a planned migration. Its replacement should be available for the March metrics.
# Feb 2019 Audiences Metrics: Readers

## Readers

User flows including Community Tech, Apps, Desktop & Mobile Web content

<table>
<thead>
<tr>
<th></th>
<th>YoY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interactions</td>
<td>17.9 B N/A[2]</td>
</tr>
<tr>
<td>— Pageviews</td>
<td>16.1 B +1%</td>
</tr>
<tr>
<td>— Desktop</td>
<td>6.7 B -9%</td>
</tr>
<tr>
<td>— Mobile web</td>
<td>9.3 B +9%</td>
</tr>
<tr>
<td>— Desktop previews</td>
<td>1.86 B N/A[2]</td>
</tr>
<tr>
<td>Unique devices[3]</td>
<td>1.53 B +3%</td>
</tr>
</tbody>
</table>

## Key trends

- The positive year-over-year trend in total pageviews we have been observing since May/June held up, but barely so at +1%.
- The recently published Audiences metrics and insights presentation contains results of some investigations into the trend developments since spring. In particular, referrals from search engines (mainly Google) saw a positive trend change in mid-May.
- Unique devices again increased year-over-year. But as noted before, this metric might be more susceptible to artifacts that decrease the accuracy of such trend assessments.

Sources and further details: [https://www.mediawiki.org/wiki/Wikimedia_Audience#Readers](https://www.mediawiki.org/wiki/Wikimedia_Audience#Readers)

[1] Pageviews (all platforms) + seen previews (desktop)
[2] The rollout of the page previews feature was completed less than a year ago.
[3] For all Wikipedias

Pageviews and previews normalized to 30 days/month
Pageviews year-over-year comparison

Wikimedia pageviews year-over-year comparison, May 2013-February 2019
Long-term pageviews trend
Pageviews by access type until February

Wikimedia monthly pageviews (desktop+mobile), 2013-2019

Note: this is a stacked chart- the totals are cumulative
Feb 2019 Audiences Metrics: Diversity

Diversity (beta)
How we're doing in historically underserved markets

<table>
<thead>
<tr>
<th>Global South countries</th>
<th>YoY</th>
</tr>
</thead>
<tbody>
<tr>
<td>— Reader interactions²</td>
<td>4.22 B</td>
</tr>
<tr>
<td>— Active editors</td>
<td>19,700</td>
</tr>
<tr>
<td>— New editor retention</td>
<td>4.4%</td>
</tr>
<tr>
<td>— Edits</td>
<td>2,240,000</td>
</tr>
<tr>
<td>— Non-bot edits</td>
<td>2,240,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Mobile-heavy wikis</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>— Reader interactions²</td>
<td>733 M</td>
</tr>
<tr>
<td>— Active editors</td>
<td>3,900</td>
</tr>
<tr>
<td>— New editor retention</td>
<td>4.5%</td>
</tr>
<tr>
<td>— Edits</td>
<td>1.0 M</td>
</tr>
<tr>
<td>— Non-bot edits</td>
<td>0.4 M</td>
</tr>
</tbody>
</table>

Notes
[1]: Editor location data is deleted after 90 days, so it is not possible to calculate trends from before the metric was established. Trends started to accumulate in June 2018.
[2]: Pageviews (all platforms) + seen previews (desktop).
[3]: The rollout of the page previews feature was completed less than a year ago.
## Financial Metrics (Details)

<table>
<thead>
<tr>
<th></th>
<th>FY18-19 Actual</th>
<th>FY17-18 Actual</th>
<th>Change ($)</th>
<th>Change (%)</th>
<th>YTD Actual</th>
<th>YTD Budget</th>
<th>Variance ($)</th>
<th>Variance (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>All Revenue and Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Revenue</td>
<td>99,099</td>
<td>90,088</td>
<td>9,012</td>
<td>10%</td>
<td>99,099</td>
<td>82,272</td>
<td>16,828</td>
<td>20%</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staffing Expenses</td>
<td>31,056</td>
<td>25,705</td>
<td>5,351</td>
<td>21%</td>
<td>31,056</td>
<td>32,495</td>
<td>-1,439</td>
<td>-4%</td>
</tr>
<tr>
<td>Data Center Expenses</td>
<td>2,949</td>
<td>2,814</td>
<td>135</td>
<td>5%</td>
<td>2,949</td>
<td>3,125</td>
<td>-176</td>
<td>-6%</td>
</tr>
<tr>
<td>Grants</td>
<td>3,424</td>
<td>3,818</td>
<td>-394</td>
<td>-10%</td>
<td>3,424</td>
<td>3,833</td>
<td>-408</td>
<td>-11%</td>
</tr>
<tr>
<td>Endowment Contribution</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Donation Processing Expense</td>
<td>4,026</td>
<td>3,638</td>
<td>388</td>
<td>11%</td>
<td>4,026</td>
<td>3,538</td>
<td>488</td>
<td>14%</td>
</tr>
<tr>
<td>Outside Contract Services</td>
<td>3,651</td>
<td>2,314</td>
<td>1,337</td>
<td>58%</td>
<td>3,651</td>
<td>4,908</td>
<td>-1,257</td>
<td>-26%</td>
</tr>
<tr>
<td>Legal Fees</td>
<td>995</td>
<td>1,092</td>
<td>-97</td>
<td>-9%</td>
<td>995</td>
<td>1,152</td>
<td>-157</td>
<td>-14%</td>
</tr>
<tr>
<td>Travel and Conferences</td>
<td>2,716</td>
<td>2,080</td>
<td>636</td>
<td>31%</td>
<td>2,716</td>
<td>3,153</td>
<td>-437</td>
<td>-14%</td>
</tr>
<tr>
<td>Other: non-personnel (excluding Fees, Indiv Ed, Enrich)</td>
<td>4,545</td>
<td>3,390</td>
<td>1,155</td>
<td>34%</td>
<td>4,545</td>
<td>5,566</td>
<td>-1,022</td>
<td>-18%</td>
</tr>
<tr>
<td><strong>Operating Expenses</strong></td>
<td>53,362</td>
<td>44,779</td>
<td>8,583</td>
<td>19%</td>
<td>53,362</td>
<td>57,769</td>
<td>-4,407</td>
<td>-8%</td>
</tr>
<tr>
<td><strong>Funds available for a specific purpose (FY17-18)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Movement Strategy</td>
<td>-</td>
<td>604</td>
<td>-604</td>
<td>na</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Office Move</td>
<td>-</td>
<td>546</td>
<td>-546</td>
<td>na</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Wikimedia Brand and Identity</td>
<td>-</td>
<td>252</td>
<td>-252</td>
<td>na</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Funds available for a specific purpose</strong></td>
<td>-</td>
<td>1,402</td>
<td>-1,402</td>
<td>na</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>53,362</td>
<td>46,180</td>
<td>7,181</td>
<td>16%</td>
<td>53,362</td>
<td>57,769</td>
<td>-4,407</td>
<td>-8%</td>
</tr>
<tr>
<td>Increase (decrease) in net assets</td>
<td>45,738</td>
<td>43,908</td>
<td>1,830</td>
<td>4.2%</td>
<td>45,738</td>
<td>24,503</td>
<td>-21,235</td>
<td>-86%</td>
</tr>
</tbody>
</table>

| Staff - # of Employees | 337 | 340 | -3 |
redacted
redacted
Glassdoor rating

Wikimedia Foundation Ratings and Trends

Overall: 3.9, Recommend to a friend: 80%
- Culture & Values: 4.4
- Work/Life Balance: 4.0
- Senior Management: 3.6
- Comp & Benefits: 3.9
- Career Opportunities: 3.5

Overall Trend:
- 9/2017: 3.2, 3/2018: 3.4, 9/2018: 3.8

Overall Distribution:
- 5 Stars
- 4 Stars
- 3 Stars
- 2 Stars
- 1 Star
Board Budget by Expense Type
## Budget by Expense Type & Purposes:

<table>
<thead>
<tr>
<th>Expense Type</th>
<th>Purpose</th>
</tr>
</thead>
</table>
| Board Members Recruiting/Screening        | Board member sourcing
|                                            | Background checks and candidate visits                                  |
| Board Members Development                 | Courses, seminars, and other training                                    |
| Facilitation/Administrative Support       | Professional Facilitation for Board Sessions
|                                            | Other Support (e.g, contract services)
|                                            | For WMF support - see Board Support Plan - Resources for Board of Trustees |
| Governance review                         | Professional/Contract services in support of WMF governance practices    |
| Travel - General                          | Full travel and lodging for 2 Board Meetings and Wikimedia Conference    |
|                                            | 9 discretionary travel events (e.g, WMF Office Visits or Conferences)    |
| Travel - Wikimania                        | Travel and lodging for full Board attendance                             |
Budget by Expense Types:

- Board Members Recruiting/Screening: $20,000
- Board Members Development: 20,000
- Meetings Facilitation/Administrative Support: 75,000
- Governance Review: 20,000
- Travel - Board Meetings, and WMF Office Visits: 48,000
- Travel - Wikimania and WMCon: 53,000
- Total: $236,000
Machine created content
Progression of autonomous vehicles

0
The driver constantly performs all aspects of the dynamic driving task. No systems intervene—only those that warn the driver.

1
The driver must constantly monitor the drive. He must be ready to resume full control immediately.

2
The system can take over either steering or acceleration / deceleration. The driver must continuously carry out the other.

3
The system takes over both steering and acceleration / deceleration in a defined use case. It is capable of recognizing its limits and notifying the driver.

4
The driver can hand over the entire driving task to the system in a defined use case.

5
The system can take over the entire dynamic driving task in all use cases.

The driver does not need to monitor the drive, but be ready to resume control within a given time frame if the system so requests.

The driver would not be required at all during these cases—neither for monitoring, nor as backup.

The driver is no longer required at all.
Our mission is to organize the world’s information and make it universally accessible and useful.