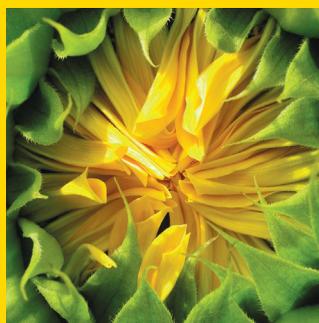# Wikimedia Strategic Plan

A collaborative vision for the movement through 2015

The strategic plan is the culmination of a collaborative process undertaken by the Wikimedia Foundation and the global community of Wikimedia project volunteers through 2009 and 2010. The process aimed to understand and address the critical challenges and opportunities facing the Wikimedia movement through 2015. It has culminated in a series of priorities and goals, as well as specific operational initiatives for the Wikimedia Foundation, that will define the movement's continued success.

The Wikimedia Foundation is the U.S.-based 501(c)(3) non-profit organization that operates and manages the Wikimedia projects: Wikipedia, Wiktionary, Wikibooks, Wikisource, Wikinews, Wikiquote, Wikiversity, Wikispecies, Wikimedia Commons and MediaWiki. The Foundation presents this document on behalf of the community of strategic plan contributors, the Wikimedia Foundation Board of Trustees, and the global community of Wikimedians.

Contents

Strategy...
the Wikimedia way

In July 2009, we launched our first-ever strategy-development project designed to produce a five-year strategic plan for the Wikimedia movement.

From the outset, we believed that an open process would result in a smarter, more effective strategy. Just as Wikipedia is the encyclopedia anyone can edit, we wanted the strategy project to invite participation from anyone who wanted to help.

As the project unfolded, more than 1,000 people from around the world contributed in more than 50 languages. We received more than 900 proposals aiming to meet a wide variety of challenges and opportunities. We conducted more than 65 interviews with experts and advisers. We carried out a survey of more than 1,200 lapsed editors. And we staged hundreds of discussions both face-to-face in cities around the world, and via IRC, Skype, mailing lists and wiki pages.

Non-profit strategy consultancy The Bridgespan Group provided frameworks, data and analysis. Discussions were facilitated by Eugene Eric Kim of Blue Oxen Associates and by longtime Wikipedian Philippe Beaudette.[1]

The project lasted a full year and resulted in 1,470 content pages on the wiki. That work has been summarized and condensed, resulting in this document.

Women and other under represented groups will need to be invited/recruited, and the culture of WMF projects will need to be adjusted to accommodate them when they arrive. Some of these changes are happening already, such as the focus on making the sites more user friendly for people that are less technically savvy. But other changes will be needed, too. It will be important to acknowledge the discomfort that current users will feel when proposals are made for changes. And we need to help everyone adjust to the idea that changes are truly needed in order for WMF to accomplish its mission.
— User:FloNight

[1]   For complete details on the process and the facilitation, see the "Wikimedia strategic-planning wiki," http://strategy.wikimedia.org

What we believe [2]

Wikimedia is a movement, a vision, and a set of values

Wikimedia is made up of hundreds of thousands of people who collectively form a movement. This movement is rooted in a set of core values that shape our vision and guide our work.

Knowledge should be free

Access to information empowers people to make rational decisions about their lives. We believe the ability to access information freely and without restrictions is a basic human right. Our vision requires that the educational materials we collect and create together be free for others to use and reuse. Our work also depends on free and open formats and technologies.

Share with every human being

The Wikimedia movement strives to include every single human being in our work by making our knowledge resources available and providing the venue for all people to share their knowledge. We prioritize efforts that empower disadvantaged and underrepresented communities, and that help overcome barriers to participation.

Information shall be accurate and unbiased

People trust us because they know we resist attempts to skew our content. We know that no one is free from bias. But we believe that mass collaboration among a diverse set of contributors, combined with consensus building around controversial topics, are powerful tools for achieving our goals. We strive to provide information that is accurate, neutral, verifiable, comprehensive and unbiased.

We must protect our independence

The Wikimedia Foundation depends on donations to provide the infrastructure for the Wikimedia movement. In order to stay free of influence, we reserve the right to refuse donations that could restrict our operations or steer us away from our priorities and mission. We seek financial contributions from a large number of donors, in order to avoid over-dependency on any single revenue source.

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2   For more detail about the Wikimedia movement's values, see "What do we believe?":
http://strategy.wikimedia.org/wiki/Strategic_Plan/What_do_we_believe%3F-Principles_of_the_Wikimedia_movement

We value openness and diversity

The Wikimedia movement is global. So far, Wikimedia has projects in more than 270 languages, and chapters in 30 countries. The Wikimedia Foundation maintains an international staff and board of trustees. A healthy mix of demographic and cultural characteristics everywhere throughout the movement is key to Wikimedia's success.

We are a volunteer-driven movement

The Wikimedia projects and chapters are created and managed by volunteers. The Wikimedia Foundation works in service to our shared goals, making investments that will increase the community's effectiveness in building and developing the projects and achieving our shared vision.

A few of the Wikipedian participants in the 2010 Wikipedia user video project. 3

Imagine a world in which every single human being can freely share in the sum of all knowledge.

The opportunity [4]

Wikipedia was founded in 2001 as "an effort to create and distribute a free encyclopedia of the highest possible quality to every single person on the planet."[5] Less than a decade later, Wikipedia has become the fifth most-visited site in the world, used by more than 400 million people every month.[6] In most of the world, between 20 and 50 percent of Internet users regularly visit Wikipedia.[7]

Wikimedia Foundation sites, global unique visitors
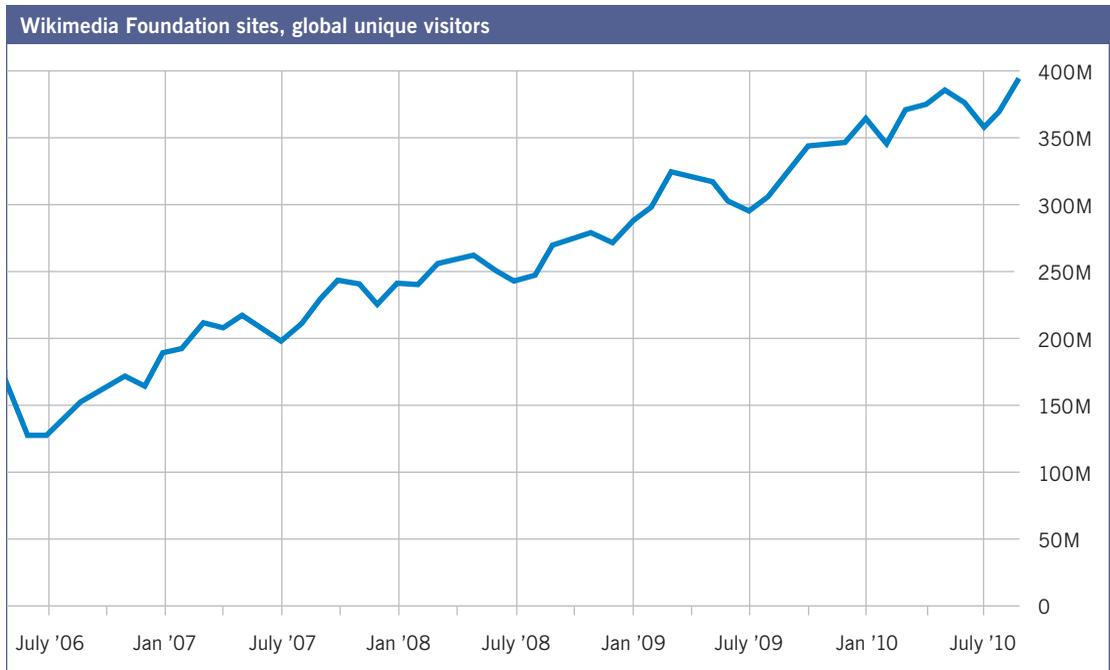
Monthly unique visitors to all Wikimedia sites, as measured by comScore.

Wikipedia is available in more than 270 languages. Each is a uniquely crafted cultural product; they are not translations or copied versions of each other. There are over 17 million Wikipedia articles across all language versions, and 8.5 million media files in the Wikimedia Commons database. All are available under a free license.

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4   For detailed background and context on the strategic plan, see "Background and context,"
http://strategy.wikimedia.org/wiki/Strategic_Plan/Background_and_Context
5   From the original vision statement by Wikipedia founder Jimmy Wales.
Wales, Jimmy. (2005, March 8) Wikipedia is an encyclopedia. Message posted to Wikipedia-l, archived at:
http://lists.wikimedia.org/pipermail/wikipedia-l/2005-March/020469.html
6   According to online audience measurement service comScore, in October 2010 the Wikimedia Foundation sites were the fifth most-visited in the world, with 408 million unique visitors (or UVs). comScore (October 2010) Media Metrix global unique visitor data.
7   comScore (December 2008) Media Metrix global unique visitor data.
International Telecommunications Union. (2008) Estimated Internet users, fixed Internet subscriptions, fixed broadband subscriptions. Retrieved from ITU ICT EYE:
http://www.itu.int/ITU-D/ICTEYE/Indicators/Indicators.aspx#
  In countries throughout North America, Europe and parts of Asia, between 30 percent and 50 percent of all Internet users use Wikimedia projects. Usage rates of more than 20 percent are not unusual in many other regions. Findings were developed with data from comScore and the International Telecommunications Union.

Over time, skepticism about the Wikimedia model of collaborative content creation has evolved into appreciation of Wikipedia as a dependable starting point for research about almost any topic. Expert assessments have continued to find Wikipedia's error rate to be comparable to that of traditional information sources, while its overall breadth, depth, and topicality far exceeds that of any general reference work.[8]

But there is much more we can do.

The future of the Wikimedia movement

As we celebrate our 10th anniversary, it is an ideal moment to reflect on our accomplishments and commit to a path forward. Wikimedia is and will remain a decentralized movement comprised of readers, editors, the Wikimedia Foundation and chapters, advisers and like-minded organizations — each playing different formal and informal leadership and support roles. This plan captures our common aspirations and priorities. It articulates the work we will undertake to achieve our shared goals over the next five years, and reflects our collective vision for the future.

8   For a broad review of studies and analysis regarding the reliability of Wikipedia, see:
http://en.wikipedia.org/wiki/Reliability_of_Wikipedia
  Widely referenced studies include:
  Giles, J. (December 2005) Internet encyclopedias go head to head. *Nature* 438 (7070): 900–901
doi:10.1038/438900a. Retrieved from:
http://www.nature.com/nature/journal/v438/n7070/full/438900a.html
  Clauson, KA, Polen, HH, Kamel Boulos, MN, Dzenowagis JH (2008) Scope, completeness, and accuracy of drug
information in Wikipedia. *Annals of Pharmacotherapy* 42 (12): 1814. doi:10.1345/aph.1L474 PMID 19017825.
Retrieved from:
http://www.theannals.com/cgi/reprint/aph.1L474v1.pdf

Strategic priorities

The collaborative strategic planning process has culminated in five key priorities for the Wikimedia movement over the next five years, and five critical targets to measure our progress.

Our strategic priorities over the next five years:

Stabilize infrastructure

Increase participation

Improve quality

Increase reach

Encourage innovation

We will know we're succeeding when we reach these critical targets:

Increase the total number of people served to 1 billion

Increase the number of Wikipedia articles we offer to 50 million

Ensure information is high quality by increasing the percentage of material reviewed to be of high or very high quality by 25 percent

Encourage readers to become contributors by increasing the number of total editors per month who made >5 edits to 200,000

Support healthy diversity in the editing community by doubling the percentage of female editors to 25 percent and increasing the percentage of Global South editors to 37 percent

Where else could I collaboratively write an article with people currently sitting in New York, Islamabad, London, Tokyo, Mogadishu, and Brisbane? I'm not sure how to translate this extremely exciting aspect of the Wikipedia community into actual policies for motivating new users, except to suggest that Wikipedians actively work on improving the diversity of the Wikipedia community.
—User:CordeliaNaismith

Stabilize infrastructure

Wikimedia projects are among the most-visited sites in the world, however Wikimedia does not yet have a technological, operational and financial infrastructure commensurate with people's reliance upon it.

To meet the needs of readers, the Wikimedia Foundation must invest in developing more robust technology and operational systems, as well as solid, sustainable revenue streams. Wikimedia needs to make improvements to the reader experience and to create better tools for collaborative content creation. In the immediate future, this need will require an increased investment in technical and fundraising operations.

Through 2015, the Wikimedia Foundation will:

1. **Make technology investments to guarantee the permanence of projects and support ongoing growth.**

- **Create new data centers** with automatic failover features to reduce the likelihood of outages and ensure the continued operations of the site in the case of catastrophic events.

- **Deploy additional caching centers** in key locations to serve growing audiences in Asia, Latin America, and the Middle East.

- **Improve stability and security** by resourcing to eliminate single points of failure, apply critical upgrades, and implement disaster recovery plans.

- **Manage the MediaWiki release cycle** to ensure it meets the evolving needs of readers and editors.

- **Develop clear documentation and APIs** to enable developers to create applications that work easily with MediaWiki.

2. **Expand public awareness and support for the Wikimedia movement.**

- **Spread information** about Wikimedia's mission, vision, values and practices. Help people better understand our work, and motivate them to help us do it.

- **Grow the number of Wikimedia donors,** to ensure steady, robust support.

- **Increase capacity** to safeguard the movement's reputation and support the advancement of legal conditions that enable unimpeded access to information online, worldwide.

3. **Build internal capacity to better support the movement and achieve its strategic goals.**

- **Increase capacity** by adding new staff to catalyze, support and partner with community members.

Strategic priorities

Increase participation

The editing community is the lifeblood of the Wikimedia projects, and its continued health, diversity and growth is critical to the movement's future. It is a core principle of Wikimedia that "anyone can edit," and we want to have a huge and diverse set of contributors.

In recent years, despite continued growth in articles and readership, the Wikimedia editing community has plateaued near 100,000 active editors.[9] Our work is both unique and new, so it is not yet clear whether those numbers will prove sufficient to sustain mature Wikimedia projects such as the English or German Wikipedia.[10] It is clear, however, that the less-mature Wikimedia projects will struggle to grow further, unless their pool of editors expands.

Active Wikipedia editors
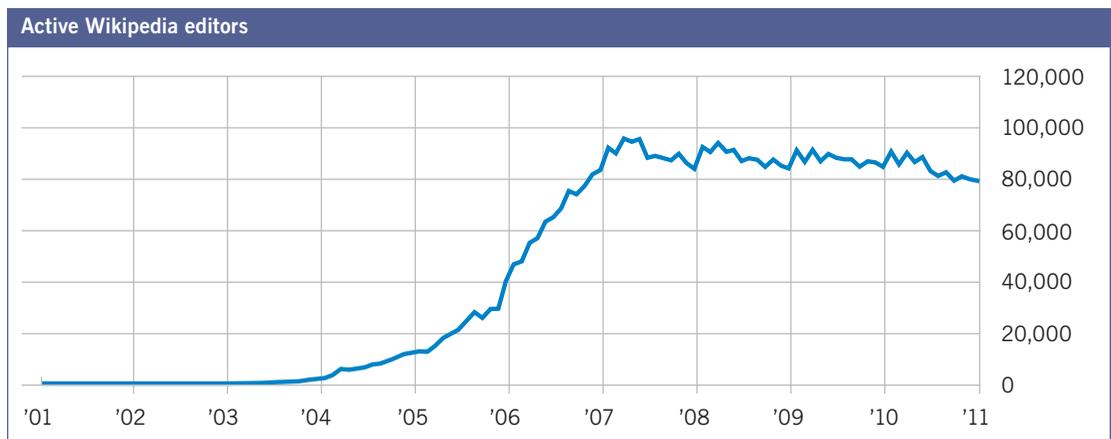
This chart demonstrates the rapid increase and plateauing of active Wikipedia editors (in all languages) from January 2001 through December 2010.[11]

Large segments of the world's population do not edit the Wikimedia projects proportionate to their real-world numbers. The people who write the Wikimedia projects are disproportionately male, young, and from countries in the Global North:[12]

> Four out of five editors are male.[13]
>
> Half are under the age of 22.[14]
>
> Four out of five edits come from countries in the Global North.[15]

9   Active contributors are defined as individuals who make more than five edits per month; very active contributors make more than 100 edits per month.

10   As of November 2010, the English language Wikipedia contains more than three million articles; the German language Wikipedia contains more than one million articles.

11   Source: "Wikipedia statistics – all languages, Jan 2001 to Aug 2010."
http://stats.wikimedia.org/EN/TablesWikipediaZZ.htm#activitylevels

12   For the purposes of our discussion, the Global North includes Australia, Canada, Israel, Hong Kong, Macau, New Zealand, Japan, Singapore, South Korea, Taiwan, the United States and all of Europe (including Russia). The Global South includes Asia (with the exception of Japan, Hong Kong, Macau, Singapore, South Korea and Taiwan), Central America, South America, Mexico, Africa, and the Middle East (with the exception of Israel).

13   According to the study, over 86 percent of contributors were male. Glott, R., Schmidt, P., Ghosh, R., (2009) Wikipedia Survey – Final results. *UNU Merit*. Retrieved from:
http://www.wikipediastudy.org

14   According to the study, 50 percent of contributors were under 22 years of age. Glott et al.

15   83.3 percent of all edits came from the Global North. stats.wikimedia.org (2009-2010) Wikimedia traffic analysis – page edits per country September 2009 through August 2010. Retrieved from:
http://stats.wikimedia.org/wikimedia/squids/SquidReportPageEditsPerCountryOverview.htm

Increasing both the total number of editors, and their diversity, is a key priority for the Wikimedia movement. We need to improve our dispute resolution processes to prevent editor burnout. We need to recognize and reward editor excellence.

We need to invite readers to become editors — particularly women and people in the Global South. We need to improve the editing interface in order to reduce barriers to participation. When people try editing for the first time, we need to support and coach them.

Through 2015, the Wikimedia Foundation will:

1. **Encourage the health and growth of Wikimedia communities and the projects they sustain.**

- **Develop new features and tools,** such as a rich-text editor, enhanced navigation, and social functionality, to make editing easier and more fun.

- **Support the recruitment and acculturation of newer contributors** by encouraging a welcoming environment on the Wikimedia projects, as well as supporting community leaders who are eager to serve as recruiters, guides and mentors for newer volunteers.

- **Encourage diversity** by conducting outreach among groups that have the potential to bring new expertise to the projects, as well as by supporting leaders from underrepresented groups in their efforts to cultivate new members from within their communities.

- **Support offline and social events** to increase community cohesion and commitment to the projects.

- **Reward excellent contributions** that are not already being celebrated through established community mechanisms.

- **Create products and services** that support affiliation and excellence among Wikimedians.

2. **Expand Wikimedia's global footprint through catalytic investments and chapter support.**

- **Design and deploy catalyst teams** to pilot activities spurring growth in readership and editing in the high-priority areas of **India, Brazil,** and the Arabic-speaking areas of the **Middle East** and **North Africa.**

- **Support Wikimedia chapters** with financial or other assistance to enable them to serve their local Wikimedia communities effectively, and contribute to the health and growth of the overall movement. A priority will be pursuing outreach to expand and increase diversity in the contributor base.

- **Facilitate community efforts** to create organizational models and structures that support the Wikimedia projects.

- **Support volunteer initiatives** that fuel the growth of communities and projects around the world, including meet-ups, public outreach activities and other volunteer innovations.

Strategic priorities

Improve quality

Wikimedia's flagship project, Wikipedia, empowers people to learn about whatever they want. Wikipedia succeeds because it is huge and comprehensive: it has information on practically every topic imaginable. But when Wikipedia does not have information on a topic, or our information is incomplete or inaccurate, we must do better.

Wikipedia's coverage is skewed toward the interests, expertise, and language skills of the people who created it. For example, our coverage of biographical and pop culture topics is very strong,[16] but our coverage of Africa is quite weak.[17] We offer much more information in German than we do in Hindi.[18]

Global participation is key to breadth and completeness. We need to encourage global participation via partnerships with universities, cultural institutions and other groups who align with our mission. Outreach efforts by local Wikimedia chapters and community members will help. The processes, tools, and policies that manage and organize our work also influence the quality of the end product. Therefore, the Wikimedia Foundation will prioritize improving tools for collaboration, quality review and labeling, as well as new tools to enable readers and experts to aid in the assessment of information quality. Beyond simply increasing the breadth and completeness of our coverage, we must drive toward a measurable increase in the quality of information we offer.

We want to help readers understand what they are getting by providing them with information quality labeling. We also want to provide clear and responsive channels for readers to report quality problems, and get them investigated and resolved.

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16   For more detail, see: Kittur, A., Chi, E. H., and Suh, B. (2009) What's in Wikipedia?: Mapping Topics and Conflict using Socially Annotated Category Structure. In *Proceedings of the 27th International Conference on Human Factors in Computing Systems*. Retrieved from:
http://www-users.cs.umn.edu/~echi/papers.html
17   A review of the prevalence of geotagged Wikipedia articles showed most of Africa contained less than 1,000 relevant articles while the United States had over 88,000.
   For more detail, see: Graham, M. (2009) November 2009 Wikipedia article dumps. Oxford Internet Institute. Retrieved from:
http://zerogeography.blogspot.com/2009/11/mapping-geographies-of-wikipedia.html
18   The number of Wikipedia articles available to the 550 million people whose primary or secondary language is Hindi is less than a half of one percent of the number of articles available to German speakers, whose population is a third the size. Findings were developed with statistics from stats.wikimedia.org and *Ethnologue*.
   Stats.wikimedia.org (2009) Wikipedia statistics. Retrieved from:
http://stats.wikimedia.org/EN/Sitemap.htm (accessed August 2010)
   Lewis, M. Paul (ed.). (2009). *Ethnologue: Languages of the World*, Sixteenth edition. SIL International. Retrieved from: http://www.ethnologue.com/ethno_docs/distribution.asp?by=size#3
   For more detail, see:
http://strategy.wikimedia.org/wiki/Wikimedia_penetration#Wikimedia_penetration_by_language

Through 2015, the Wikimedia Foundation will:

1. **Support our volunteer community through technology improvements to article assessment, by community members, readers and experts.**

- **Develop improved tools** for near real-time assessment of information additions and changes by experienced Wikimedia community members.

- **Systematically collect input** from readers and subject-matter experts to perform both surface and depth reviews of the largest possible number of articles.

2. **Provide support to the Wikimedia movement in the development of institutional partnerships and alliances.**

- **Provide project funding** for efforts to connect Wikimedia projects with the work of institutions of culture and learning.

- **Give global visibility** to these efforts through our communication channels.

- **Develop and maintain documentation** of best practices, blueprints, standards, and metrics associated with institutional partnerships.

3. **Provide excellent service to our audience through clear quality labeling and the development of highly effective response systems.**

- **Develop clear and concise quality labeling** to support readers.

- **Support development of first-responder systems** that empower community volunteers to consistently and effectively address hot-button issues.

The number one social need of human beings is the need for approval. The Wikimedia Foundation can (and should) use this to its advantage, and besides, every nonprofit organization should have a recognition program for volunteers. An award designed and bestowed by WMF would motivate volunteers to move mountains.
— User:Noraft

Strategic priorities

Increase reach

Today, the Wikimedia sites reach about six percent of the world's population, which is roughly a third of of Internet users.[19] Wikimedia has achieved particular success among Internet users in the Global North. The reach of Wikimedia's projects — and in particular Wikipedia, which accounts for 96 percent of all page views — has grown exponentially since Wikipedia's inception.

Use of the projects around the world, however, is not uniform. Large numbers of Internet users, particularly in countries with large and rapidly growing online populations such as India, have lower levels of use than the global average.[20] Wikimedia has dramatically lower reach in the Global South, which includes regions with the world's most rapid growth in Internet usage. In the coming years, a key challenge for Wikimedia will be to replicate its earlier successes in developing editing communities that create valuable, high quality knowledge resources in languages they are literate in, to engage a growing readership in all parts of the world.

Global Internet use projections, 2010 to 2015

Projections for increase in total Internet users, based on compound annual growth rate.

- ■ More than 10%
- ■ 5% to 10%
- ■ Less than 5%
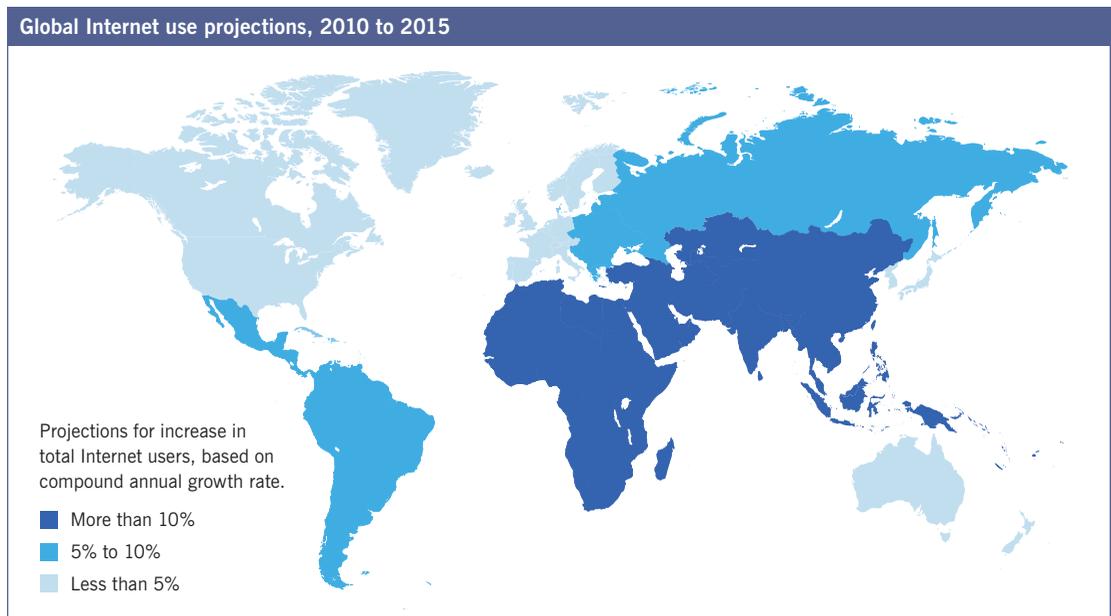
The highest growth of Internet users is expected in Africa, the Middle East, and developing nations in the Asia Pacific region. [21]

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19   Figures based on personal computer use only. comScore (January 2010) Media Metrix global unique visitor data. Retrieved from:
http://meta.wikimedia.org/wiki/User:Stu/comScore_data_on_Wikimedia
20   Analysis based on comScore Media Metrix data from July 2010. More data on reach by country can be found at:
http://strategy.wikimedia.org/wiki/Wikimedia_penetration
 A summary table that compares countries and regions with the greatest untapped potential of Internet users can be found at:
http://strategy.wikimedia.org/wiki/File:Key_Geographies.png
 For the purposes of this analysis, a region was defined as a group of countries that share a common language and are in close geographic proximity.
21   For more information, see:
http://strategy.wikimedia.org/wiki/File:Internet_growth_by_region.png

Internet penetration — specifically broadband — is growing, and that growth will enable more people to read Wikipedia from their desktop or laptop computers. The Wikimedia Foundation will work to ensure our sites are as fast and reliable for people in developing countries as they are for people in North America and Europe.

Wikimedia will need to expand its capacity to support access through other channels. The most critical will be mobile. Forecasts predict 6.5 billion mobile subscribers by 2015, and shipments of Internet-enabled handsets are expected to grow 29 percent, reaching almost 900 million units by 2015.[22] Mobile phone usage will continue to grow at a faster rate than personal-computer usage of the Internet. For many people in the Global South, the mobile phone will likely be their first, and potentially only, point of access to the Internet. Wikimedia needs to provide a good experience on mobile phones.

Not everyone will be able to have Internet access in the immediate future. More than half the world's population will not have ready access by 2015, even including mobile device access, and for many (possibly most) the cost of being always online will be too expensive. Those people have very limited access to information from any source, and are therefore the people that would be most helped by the Wikimedia projects. Wikimedia needs to create and make available low-cost and no-cost offline versions of its projects in a variety of formats, including print, in order to ensure information gets to people who otherwise would have no access to it.

Through 2015, the Wikimedia Foundation will:

1. **Enhance the quality of the core user experience regardless of geography.**

- **Build additional caching centers** in key locations to manage increased traffic from Latin America, Asia and the Middle East, as well as to ensure reasonable and consistent load times no matter where a reader is located.

2. **Invest in mobile products to broaden the movement's reach to connected populations.**

- **Develop partnerships** with mobile providers and entrepreneurs that offer users who do not own expensive smartphones wide access to Wikimedia's mobile products.

- **Invest in technology improvements** that enhance mobile features, functionality and access.

3. **Invest in offline products to broaden the movement's reach to populations who will remain disconnected from the Internet.**

- **Create new offline products and partnerships** with the capacity to distribute versions of Wikimedia's projects to large numbers of readers with limited connectivity at low or no cost.

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22   Based on International Telecommunication Union global mobile use projections. For more relevant data, see: http://strategy.wikimedia.org/wiki/Mobile_reach

Strategic priorities

Encourage innovation

The wiki was invented in 1995. Using it collaboratively to create an encyclopedia was a social innovation. We need to continue to make technical and social innovations in order to keep pace with changes in how readers are accessing information, and so that we can do an even better job of enabling powerful collaborative work.

Innovation in the context of a global movement is dependent on the voice and participation of thousands of individual volunteers. Beyond organizing our own efforts, we must ally with like-minded open source and free knowledge organizations and initiatives.

Some areas ripe for innovation are obvious. While it is easy to read the Wikimedia projects, participating is hard. Few tools exist to support on-site networking, dialogue and task management. Projects such as Wiktionary and Wikimedia Commons have only limited technical support for the specific problems users face. Even the reader experience is fairly austere, with limited means to explore topics, visualize information and conduct searches.

The proliferation of mobile phones, smartphones, e-readers and netbooks necessitates dramatic improvements to accessibility, usability and participation on these and other platforms. For millions of people, these platforms, not the personal computer, are the first exposure they have to the Internet.

The most surprising and important innovations are likely nowhere on our roadmap. Exploring the unknown will be at least as important as developing solutions to known problems. We must continually support our global community in experimentation, learning and discovery, and must regularly translate successful experiments into a normal part of the Wikimedia experience. This will be essential to reaching our five-year targets.

In the future, Wikipedia should move more toward collaborative editing in which several users can edit a page at the same time. Wikipedia should also implement some kind of instant communication system rather than relying on talk pages. There also need to be a series of simple video tutorials that show to the new-coming user how to edit Wikipedia and how to respond/ communicate with fellow Wikipedians.
— User:Smallman12q

Through 2015, the Wikimedia Foundation will:

1. Increase access to information that drives community, decision-making and action.

- **Implement a web analytics tool** to provide mission-critical information to the Foundation and the movement as a whole.

- **Provide better information about the movement** to enable everyone to better support it, by developing and publishing diverse measures of the health and growth of Wikimedia communities and projects.

- **Foster a healthy community of researchers** interested in analyzing Wikimedia, provide access to relevant data, and highlight important questions to be addressed.

- **Conduct regular reader and editor surveys** in order to take the pulse of the community and identify pressing issues or concerns.

- **Develop standards** for the development of staged experiments and A/B tests.

2. Support the infrastructure of networked innovation and research.

- **Develop clear documentation and APIs** so that developers can create applications that work easily with our platforms.

- **Ensure access to computing resources and data** for interested researchers and developers, including downloadable copies of all public data.

- **Continually improve social and technical systems** for volunteer development of core software, extensions, gadgets and other technical improvements.

3. Promote the adoption of great ideas.

- **Develop clear processes for code review, acceptance and deployment** so that volunteer development does not linger in limbo.

- **Organize meetings and events** bringing together developers and researchers who are focused on Wikimedia-related projects with experienced Wikimedia volunteers and staff.

- **Showcase and recognize** the greatest innovations of the Wikimedia movement, and create community spaces dedicated to the exploration of new ideas.

The resources we'll need

The Wikimedia Foundation is young. As it takes on new responsibilities and proactively works toward the movement's priorities, its spending will increase. During the strategic planning process, the staff of the Wikimedia Foundation, with the help of The Bridgespan Group, developed detailed assumptions about staffing, operating and capital expenditures, and other costs the Foundation would incur over the next five years. Based on these projections, we estimate that the Foundation's budget might grow to approximately $50 million by 2015.

Five year growth projection

	Employees	Technology and programs	Governance and administration	
2010–2011	90	76%	24%	$20M
2011–2012	136	81%	19%	$30M
2012–2013	154	82%	18%	$33M
2013–2014	178	84%	16%	$47M
2014–2015	188	86%	14%	$51M

0   10M   20M   30M   40M   50M
annual spending, in millions of dollars
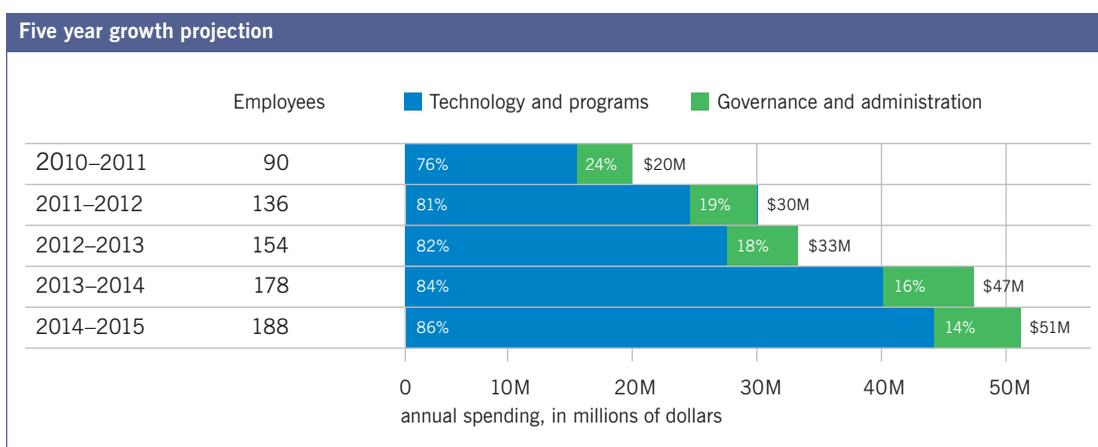
*The [strategy plan decision] — to emphasize small donors —
is a sound one that I strongly support. Small donors have by far
proven to be the most successful, most strongly growing, and
least distorting source of revenue for Wikimedia Deutschland.*
— User:sebmol

Revenue Plan

In 2009, the Wikimedia Foundation decided to focus its fundraising energies on a "many small donors" model, and in 2009–10, the Foundation raised $8 million from more than 250,000 individual donors, significantly more than the previous year.[23]

We will continue this approach, because it:

• **Aligns fundraising with the rest of the Wikimedia movement.** It is global and it empowers ordinary people.

• **Enables the organization to stay focused on its mission and strategy.** It reduces the possibility that needs and desires of large funders could pull the organization off-target.

• **Creates the correct incentives.** Wikimedia should be accountable and responsive to its readers and editors.

• **Reduces risk.** It ensures that donors will not inappropriately grow to become more valued to the organization than editors.

• **Is highly efficient and effective.** It is by far the most scalable model.

• **Is highly stable.** Individual donations happen on a relatively predictable schedule all year round.

• **Is inclusive of chapters and the global Wikimedia community.** Individual donations can easily become part of community-level fundraising.

In addition to seeking increased support from community donations, Wikimedia will continue to raise limited but critical funds from foundations, major donors, and licensing and other business partnerships.

We believe that major donors and foundations contribute important resources to the Foundation, including connections to useful expertise, thought leadership, and potential partners. As a matter of general practice, however, the Foundation will no longer enter into restricted grants for non-core operational activities and programs.

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23   For more detailed information about Foundation fundraising, see:
http://strategy.wikimedia.org/wiki/Wikimedia_Foundation_fundraising

The role of Wikimedia chapters

Wikimedia chapters first emerged out of a desire among volunteers to create organizations that could serve the Wikimedia movement on a local level. As of 2011, 30 chapters have formed, with extensive coverage within Europe and more limited coverage in Asia and South America. Most chapters are still small, entirely volunteer organizations.

Chapters are independent organizations founded to support and promote the Wikimedia projects within a geographic region. Like the Foundation, they aim to "empower and engage people around the world to collect and develop educational content under a free license or in the public domain, and to disseminate it effectively and globally."

Chapters are engaged in a range of activities in support of Wikimedia's vision:

• Outreach activities to expand and add diversity to the community of volunteers contributing to Wikimedia projects.

• Communications to improve the understanding of Wikimedia and engage with and respond to media and other stakeholder inquiries.

• Advocacy on behalf of free knowledge.

• Community-building activities to help reinforce social bonds.

• Knowledge-creation projects to add valuable resources to Wikimedia projects.

• Partnerships development with cultural and knowledge institutions to help make knowledge free, and to help institutions contribute to Wikimedia.

• Fundraising to support the Wikimedia Foundation's global activities and to fund the activities of the chapter and the local community.

The five movement priorities hold specific opportunities and challenges for chapters:

Stabilize infrastructure Chapters provide important capacity for the movement's work, however most are still young. The chapters will need to improve their capacity to serve their communities at a greater scale of impact.

Increase participation Chapters will continue to play an active role in organizing and funding in-person community gatherings and in conducting outreach programs to bring new, diverse groups to Wikimedia's projects.

Improve quality Chapters will continue to support the work of editors and pursue opportunities to free knowledge in their geographies for use in the projects. They also have an important role in creating content partnerships with cultural institutions in their geographic area.

Increase reach Chapters provide the local expertise, infrastructure and passion that can help to spur project growth. As the movement focuses more energy on the Global South, it will be valuable to build chapters in Asia, Sub-Saharan Africa, the Middle East & North Africa, and Latin America.

Encourage innovation Chapters should encourage innovation among the communities they serve and experiment with new approaches to their work.

My hunch is that people are not using the [smaller language versions of] Wikipedia because of a vicious cycle: People don't want to create the content because no one is reading, and no one is reading because there is no content.
— Lova Rakotomalala, editor, Global Voices Online

Acknowledgements

Below are the usernames of the people who worked on the strategy wiki to create this plan. The Wikimedia movement thanks you all! The quotes interspersed throughout this document were written by those same people as part of the development of the plan on-wiki.

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Wikimedia Strategic Priorities

Stabilize infrastructure

Increase participation

Improve quality

Increase reach

Encourage innovation

Wikimedia Foundation targets for 2015

Increase the total number of people served to <u>1 billion</u>

Increase the number of Wikipedia articles we offer to <u>50 million</u>

Ensure information is high quality by increasing the percentage of material reviewed to be of high or very high quality by <u>25 percent</u>

Encourage readers to become contributors by increasing the number of total editors per month who made >5 edits to <u>200,000</u>

Support healthy diversity in the editing community by doubling the percentage of <u>female editors</u> to <u>25 percent</u> and increasing the percentage of <u>Global South editors</u> to <u>37 percent</u>

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