

2016 Strategic Approaches Report

Parts 1 & 2

Based on community consultation Jan. 18 - Feb. 15, 2016

Part 1 of report released February 26, 2016

Part 2 of report released August 4, 2016



Purpose of this report (part 1)

Part 1: Findings around the strategic approaches:

- The purpose of part 1 is to help everyone understand which pre-defined strategic approaches have the most support from community, as well as to discover new approaches suggested by community. For more details, please read the actual comments on Meta. This information will be used by staff to help define the Wikimedia Foundation's strategy and FY16-17 annual plan, by the process defined on the next page.
- While a scoring mechanism was used to help gauge overall support for individual approaches, these findings should be considered qualitative in nature. The scoring mechanism is not the sole consideration in understanding the degree of support for an approach. The comments, showcasing both strengths and concerns, are meaningful to the overall understanding of community support.

Purpose of this report (part 1)

Part 1: Findings around the strategic approaches (cont):

- The executive team will use the following criteria to prioritize the approaches for the strategic plan. Community feedback from this consultation is one of four criteria.
 - Community feedback on top approaches
 - Resources needed (staff, financial)
 - The Foundation's ability to have impact against the critical challenges
 - Best fit for work by the Foundation (versus work that is done by volunteers or affiliates)

Purpose of this report (part 2)

Part 2: Findings around the three critical questions:

- The purpose of part 2 is to glean qualitative insights from community around three critical challenges that face the Foundation and may hinder the movement's success. The information will be used by Foundation staff to help prepare for the larger movement strategy consultation. For more details, please read the actual comments on Meta.

Three critical questions:

1. *What do you think is the best way to encourage traffic to come to our projects while also supporting free, external content reuse?*
2. *What do you think is the best way for the Wikimedia Foundation to improve the health, growth and diversity of our communities to help them be more welcoming and open?*
3. *What do you think is the best way for the Wikimedia Foundation to adapt to changing knowledge needs of readers (short snippets, diverse formats, language, etc.) and to help facilitate content quality?*

Report summary (parts 1 & 2)



Part 1:

Community prioritization of the Foundation's
pre-defined strategic approaches

Key findings

Approaches with the highest support: Reach

- **Reach 2:** *“Improve our understanding of how and why our users come to and stay on our projects so we can better serve their needs.”*
 - This approach received the highest level of support overall, in terms of total number of participants who selected it and the highest percentage of participants selecting it over other approaches under Reach. There were also references to it in the comments and additional suggested approaches.
 - This was seen as a primary step to be taken before work was done on other approaches. This would ensure that the right problems are being solved and valuable WMF resources would be used wisely. Many also supported research focused on why contributors volunteer and remain, not just readership.
- **Reach 1** (adapting user experience) and **Reach 6** (mobile) also received more support than other approaches under Reach.

Key findings (cont)

Approaches with the highest support: Communities

- **Communities #2:** *“Create and support programs to increase volunteer participation such as recognition, facilitated mentorship, and personalized re-engagement.”*
 - This approach received the highest level of support under the Communities area, in terms of the highest percentage of participants selecting it and references to it in the comments and additional suggested approaches.
 - This was seen as a good way to help impact the health of the community, allowing for better onboarding of new volunteers, recognition for existing volunteers, and ways to entice more knowledge contributions.
- **Communities #1** (reducing harassment) and **Communities #5** (improve automation tools) also had higher overall support under the Communities area.

Key findings (cont)

Approaches with the highest support: Knowledge

- **Editor tools:** As a combination, Knowledge #1 (editor tools for multimedia and other formats) and Knowledge #2 (general editor tools) received strong support, as was seen by the individual selection of top 2-3 approaches, as well as many suggested approaches across all three areas.
- **Knowledge #2:** *“Expand content faster through enabling community-led content partnership programs such as GLAM (Galleries, Libraries, Archives, and Museums).”*
 - This had the highest support under Knowledge by a slight margin, and there were some supporting references to GLAM in the comments and alternative, suggested approaches under Reach and Communities.

Key findings (cont)

Most selected approaches, regardless of focus area*:

Reach - Approach 2: Improve our understanding of how and why our users come to and stay on our projects so we can better serve their needs.

Reach - Approach 1: Increase frequency of use and number of users by adapting user experience to their needs (this may result in additional content formats, making more of Wikimedia content easier to find, increasing language coverage, etc.).

Reach - Approach 6: Improve Wikipedia mobile apps to increase use.

Communities - Approach 2: Create and support programs to increase volunteer participation such as recognition, facilitated mentorship, and personalized re-engagement.

Reach - Approach 3: Understand how Wikimedia content is reused on external platforms and explore how to encourage users of such content to go to Wikimedia projects.

Knowledge - Approach 2: Expand content faster through enabling community-led content partnership programs such as GLAM (Galleries, Libraries, Archives, and Museums).

Knowledge - Approach 3: Increase content quality and timeliness by technologically enhancing our editors' ability to create, monitor, and process content.

* These are the leading approaches by total count of approach indicated as a top 2-3 approach, regardless of how many participants commented within a specific focus area. *Note that Reach had significantly more participants comment than the other two focus areas, which impacts why Reach is more prevalent.*

Part 2:

Major themes from community responses
to the three critical questions

Reach - major themes

Critical question: What do you think is the best way to encourage traffic to come to our projects while also supporting free, external content reuse?

Make it easier to contribute (to increase quality/quantity and move readers to higher interaction)

Improve overall quality / perception of quality

Improve content formats, types, images, shareability

Improve / modernize UI

Improve mobile applications (reading and editing)

Improve and promote all projects (beyond English Wikipedia)

Work with reusers, demand they link back to source, engage in more legal action for non-compliance

Conduct more research to better understand users' needs and readership decline

Expand to developing countries; improve language translations

Communities - major themes

Critical question: What do you think is the best way for the Wikimedia Foundation to help improve the health, growth and diversity of our communities to help them be more welcoming and open so that the movement is sustainable?

Simplify / change processes to make it easier to contribute and collaborate

Improve onboarding process and mentoring

Better define WMF's role vs. community's role

Reduce harassment / build and enforce better policies

Better define community and opportunities for collaboration

Improve transparency / communications / culture

Expand outreach to schools / academia

Improve recognition and build system of incentives

Improve diversity and close gender gap

Knowledge - major themes

Critical question: What do you think is the best way for the Wikimedia Foundation to adapt to changing knowledge needs of readers (short snippets, diverse formats, language, etc.) and to help facilitate content quality?

Better equip editors so that they can focus on content creation (improve and create tools, source database, UI, and training)

Focus on ways to improve content quality

Expand partnerships that increase content and sources, including with multimedia and new formats

Focus on the core competency of the movement, not shifting knowledge needs

Improve summaries to aid reader search and comprehension, but don't create "snippets"

Use WikiData to help drive automatic updating of content across projects

Use semi-automation appropriately to aid editors (translations, vandalism), but NOT to replace humans in content curation

Part 1:
Community prioritization of the Foundation's
pre-defined strategic approaches



Part 1: Consultation prompts

Consultation prompts: Reach

Focus area: Reach

Strategic approaches for the whole focus area; select top 2-3 choices:

Approach One: Increase frequency of use and number of users by adapting user experience to their needs (this may result in additional content formats, making more of Wikimedia content easier to find, increasing language coverage, etc.).

Approach Two: Improve our understanding of how and why our users come to and stay on our projects so we can better serve their needs.

Approach Three: Understand how Wikimedia content is reused on external platforms and explore how to encourage users of such content to go to Wikimedia projects.

Approach Four: Increase awareness and use of Wikimedia projects in two Global South countries.

Approach Five: Enable others to reuse our content and build their own products by improving and documenting our APIs (application programming interfaces).

Approach Six: Improve Wikipedia mobile apps to increase use.

Suggest an approach: Do you have another idea we should prioritize to help us improve reach? Let us know!

Consultation prompts: Communities

Focus area: Communities

Strategic approaches for the whole focus area; select top 2-3 choices:

Approach One: Reduce harassment issues and the gender gap to facilitate a safe, welcoming, and supportive environment for contributors and editors.

Approach Two: Create and support programs to increase volunteer participation such as recognition, facilitated mentorship, and personalized re-engagement.

Approach Three: Increase communication and transparency with and between our communities and across Wikimedia affiliates.

Approach Four: Align efforts between our affiliate organizations and the Wikimedia Foundation to increase local language and community coverage on key initiatives.

Approach Five: Improve automation tools to reduce manual work for managing content and projects.

Approach Six: Simplify policies and processes for building communities and wikis.

Suggest an approach: Do you have another idea we should prioritize to help us improve reach? Let us know!

Consultation prompts: Knowledge

Focus area: Knowledge

Strategic approaches for the whole focus area; select top 2-3 choices:

Approach One: Provide easy-to-use tools and incentives to contribute multimedia content and short-form text to benefit mobile and quick lookup users.

Approach Two: Expand content faster through enabling community-led content partnership programs such as GLAM (Galleries, Libraries, Archives, and Museums).

Approach Three: Increase content quality and timeliness by technologically enhancing our editors' ability to create, monitor, and process content.

Approach Four: Measure and reduce systemic gender and other bias in our overall content by project.

Approach Five: Increase coverage in key languages through translation tools and human process.

Approach Six: Explore ways to scale machine-generated, machine-verified and machine-assisted content.

Suggest an approach: Do you have another idea we should prioritize to help us improve reach? Let us know!

Part 1:
Analysis of participants

Analysis of participants

Number of active participants*

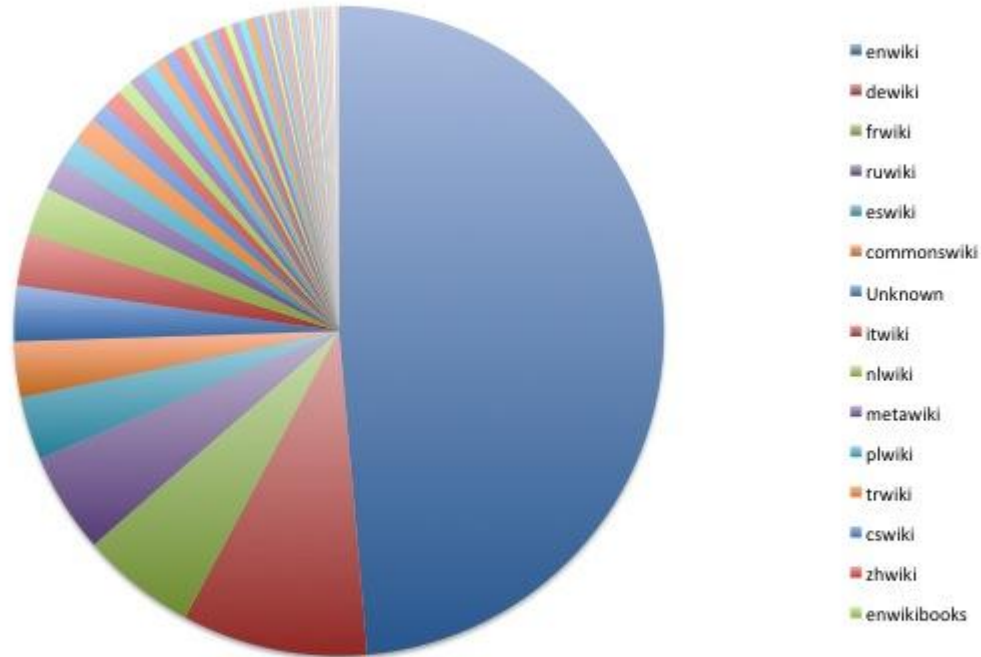
- The total number of unique participants was 540
- The total number of unique participants per focus area:

	# unique participants per
REACH	439
COMMUNITIES	307
KNOWLEDGE	296

* Note: This number excludes anyone who was removed from the Meta list based on standard vandalism practices and those who left the answers blank. It also excludes any additional people who responded after the data was pulled on Feb. 15th when the consultation was closed. 21

Analysis of participants (cont)

Home wiki representation overview: 540 participants



Analysis of participants (cont)

Home wiki representation in detail: 540 participants

Homewiki	Total	Homewiki	Total	Homewiki	Total
enwiki	263	dewikibooks	3	enwikiversity	1
dewiki	49	ukwiki	3	eowiki	1
frwiki	31	0	2	eswikibooks	1
ruwiki	27	enwikisource	2	frwikisource	1
eswiki	17	huwiki	2	frwiktionary	1
commonswiki	15	kowiki	2	gdwiki	1
Unknown	15	mediawikiwiki	2	hiwiki	1
itwiki	14	nltwikimedia	2	iawiki	1
nltwiki	13	outreachwiki	2	idwiki	1
metawiki	8	rowiki	2	itwikisource	1
plwiki	7	simplewiki	2	jawiki	1
trwiki	7	svwiki	2	nltwikinews	1
cswiki	5	wikidatawiki	2	nowiki	1
zhwiki	5	arwiki	1	plwikibooks	1
enwikibooks	4	barwiki	1	tewiki	1
enwiktionary	4	cawikisource	1	viwiki	1
ptwiki	4	elwiki	1		
cawiki	3	enwikiquote	1		

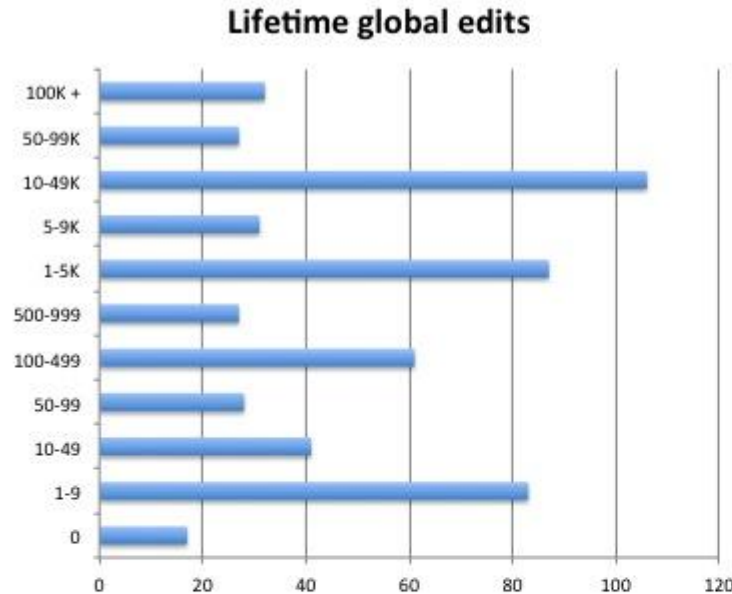
Analysis of participants (cont)

Participants' level of involvement in wiki projects: 540 participants

Average: 28,263
lifetime global
edits

Median: 1,377
lifetime global
edits

2 participants have
over 1 million global
edits each



Lifetime global edits	Total
100K +	32
50-99K	27
10-49K	106
5-9K	31
1-5K	87
500-999	27
100-499	61
50-99	28
10-49	41
1-9	83
0	17
Grand Total	540

Part 1: Detailed findings



Focus area:
Reach

Reach - Key takeaways

- Reach had the most comments overall. *Note: that it is first in the order of focus areas displayed, which likely impacted why this has a higher response rate.*
- Three of the six Reach approaches led all other approaches in all focus areas when looking at total number of participants selecting the approach. *Note: this may be related to the disproportionate number of Reach comments versus other focus areas.*
- Two approaches - 5 and 4 - were behind the others
 - Additional analysis against segments for #4 would be informative, as the low preference for #4 (explore Global South) may have occurred if there were more Global North respondents overall versus Global South respondents
- While Reach (focus on readers) is important, some merged the 3 focus areas as they made their responses, often reflecting on how easy or difficult it is to contribute knowledge under Reach.
- A few people added that WMF needs to have a marketing/PR campaign to drive awareness of quality (build public trust), the movement's mission (free knowledge generated by volunteers), or specific features or projects.

Reach - top 2-3 choices selected

REACH	# people selecting this choice	%	Notes: 439 people commented in this focus area. % refers to the percentage of people from this focus area who selected this approach.
Approach 2	192	0.44	Improve our understanding of how and why our users come to and stay on our projects so we can better serve their needs.
Approach 1	147	0.33	Increase frequency of use and number of users by adapting user experience to their needs (this may result in additional content formats, making more of Wikimedia content easier to find, increasing language coverage, etc.).
Approach 6	142	0.32	Improve Wikipedia mobile apps to increase use.
Approach 3	132	0.30	Understand how Wikimedia content is reused on external platforms and explore how to encourage users of such content to go to Wikimedia projects.
Approach 5	94	0.21	Enable others to reuse our content and build their own products by improving and documenting our APIs (application programming interfaces).
Approach 4	71	0.16	Increase awareness and use of Wikimedia projects in two Global South countries.

Reach Approach 2: High support

Reach - Approach 2: Improve our understanding of how and why our users come to and stay on our projects so we can better serve their needs.

- **Strengths called out**
 - Understand why readership is declining (or if it really is) to focus efforts on the right solutions
 - Is the first priority because it drives the other approaches
 - Drive decision making through research
 - Build a better relationship with readers, which will get more people to come directly to Wiki projects
 - Help editors understand what readers are looking for, so they can add appropriate content
 - Help deliver what readers actually want and help them find it more easily
 - Learn how to organize and simplify the structure of content
 - Focus on other projects, not just English Wikipedia
 - Alternative approaches: some “write-in” approaches link to this approach or give detailed solutions (tactics) that could be done under this approach
- **Concerns / opportunities for improvement called out**
 - Could this be expanded to also investigate why editors leave, in order to improve retention?
 - How might this be reworded to be better understood?

Reach Approach 2: High support (cont)

Reach - Approach 2: Improve our understanding of how and why our users come to and stay on our projects so we can better serve their needs.

- **Community suggestions**
 - Give readers incentives to link back to our projects
 - Investigate readership decline and its causes, potentially including the following: political censorship, readers seeing our content on other mirror sites, device incompatibility, reasons for mobile app usage and non-usage, language issues, and lack of access to the Internet
 - Investigate length of articles
 - Research the editors who leave to help improve retention

Reach Approach 1: Medium support

Reach - Approach 1: Increase frequency of use and number of users by adapting user experience to their needs (this may result in additional content formats, making more of Wikimedia content easier to find, increasing language coverage, etc.).

- **Strengths called out**
 - Update the UI to look modern, be easier to use, and more welcoming
 - Organize and simplify the structure of the content / concern is to keep it easy for existing editors
 - Use user research (approach 2) to drive decisions
 - Tap into education programs to expand reach in schools and libraries
 - Might include tools to make content easier to find/read/write/edit - for newcomers and existing editors
 - Might make global content easier to access
 - Might have reader-tailored display to make it more user-centric
 - Use more social media integration, especially around sharing
 - Alternative approaches: some “write-in” approaches link to this approach or give detailed solutions (tactics) that could be done under this approach
- **Concerns / opportunities for improvement called out**
 - Would the focus on different formats undermine the strengths of Wikipedia being a long-form text?
 - Is there a way to fork the experience, maintaining the integrity of the main sites while allowing for other formats?

Reach Approach 1: Medium support (cont)

Reach - Approach 1: Increase frequency of use and number of users by adapting user experience to their needs (this may result in additional content formats, making more of Wikimedia content easier to find, increasing language coverage, etc.).

- **Community suggestions**
 - Develop easy-to-use API skins so developers can create multiple lenses into Wiki content
 - Improve tools so content is easier to read/write/edit - for newcomers and existing editors
 - Make visual editor available everywhere
 - Reduce policy complexity
 - Create a standard page section order with generic pages (“no information available”, {{expand-section}}) to make it easier for readers to find information and easier for editors to know where to add content
 - Make it easier to access global content
 - Improve search and help pages, add tutorials
 - Add reader-tailored display (by age or content level preferences)
 - Address translation needs, make article leads in Simple English
 - Make finding content easier, but limit major changes to user experience that affect editing
 - Integrate more with social media
 - WMF should modernize “its” part of the interface (rest is controlled by project)

Reach Approach 6: Medium support

Reach - Approach 6: Improve Wikipedia mobile apps to increase use.

- **Strengths called out**
 - Critical need in emerging markets, where internet access is low but mobile is growing
 - Strong need in established markets, as mobile device usage continues to increase
 - Might allow all users to access not only Wikipedia but more sister projects
- **Concerns / opportunities for improvement called out**
 - How to make the whole mobile experience better, not just through the apps?
 - How to make simple English easier to find versus investing in mobile itself?

Reach Approach 6: Medium support (cont)

Reach - Approach 6: Improve Wikipedia mobile apps to increase use.

- **Community suggestions**
 - Make an easy-to-use mobile UI
 - Integrate with social media
 - Improve talk pages, include voice search, offer short text snippets for reuse
 - Make the apps handle all sister projects (Commons, Wikivoyage)
 - Add the workflow gadgets (Twinkle) in apps
 - Develop a notifications app, prompted by location to prompt users to contribute video and pictures
 - Update Mobile Apps - particularly Commons-upload and Wiktionary
 - Use Google's material design in Android app
 - Improve mobile metrics

Reach Approach 3: Medium support

Reach - Approach 3: Understand how Wikimedia content is reused on external platforms and explore how to encourage users of such content to go to Wikimedia projects.

- **Strengths called out**
 - Embodies our goal of free knowledge, since it doesn't matter where readers find our knowledge
 - Enforce copyrights to “demand” links back to Wiki projects
 - Appeal to partners' inherent need for the content we provide to negotiate better links to Wiki projects
 - Embed logo when reuse occurs, to drive brand recognition
 - Work with app developers and other re-users to allow seamless authentication for Wikimedia users
 - Build relationships with Google/etc. to include more prominent links back to Wiki projects
 - Alternative approaches: a few “write-in” approaches link to this approach or give detailed solutions (tactics) that could be done under this approach
- **Concerns / opportunities for improvement called out**
 - Reuse might be dangerous to the projects' long-term survival and should not be encouraged
 - Avoid partnership “deals” that might erode the free aspect of the knowledge movement
 - Alternative approaches: a few “write-in” approaches link to this approach or reflect on what should not be done with reusers

Reach Approach 3: Medium support (cont)

Reach - Approach 3: Understand how Wikimedia content is reused on external platforms and explore how to encourage users of such content to go to Wikimedia projects.

- **Community suggestions**
 - Explore ways to be used by third-party providers (Kindle books suggested)
 - Supply “related links” to encourage more reading
 - Gamify contribution
 - Make deals with search engines
 - Make it more obligatory to include an official logo when external sites reuse our content
 - Need to show readers why it’s better to read directly on the sites

Reach Approach 5: Low support

Reach - Approach 5: Enable others to reuse our content and build their own products by improving and documenting our APIs (application programming interfaces).

- **Strengths called out**
 - Provide better documentation to the APIs to allow more people to reuse the content in a way that is tied directly to Wiki projects versus a mirror, which can help control the link backs to Wiki projects
 - Allow faster work efforts in the spread of free knowledge
 - Might allow more link backs to Wiki projects
- **Concerns / opportunities for improvement called out**
 - Note: lower support for this approach may be attributed to difficulty understanding this description
- **Community suggestions**
 - Better documentation about templates
 - Access to “Picture of The Day”
 - Tutorial mode in-API displaying step-by-step instructions

Reach Approach 4: Low support

Reach - Approach 4: Increase awareness and use of Wikimedia projects in two Global South countries.

- **Strengths called out**
 - Offers large opportunity to address the majority of the world's population that doesn't have access to free knowledge. Important for future readership and fulfilling our vision.
 - Makes it easier to access content globally
 - Might address the issues of oral traditions and expanding local knowledge globally
 - Might be a focus area for existing editors with language skills
- **Concerns / opportunities for improvement called out**
 - High risk / high reward
 - How do we expand wisely with limited resources in a way that effectively leverages all our current assets (contributors, language expertise, on-the-ground resources)?
 - What is the right number to focus on? (two may not be correct)
 - How to recruit locally and partner with local mobile and internet providers?

Note: Fewer selections of this approach may be a result of the higher number of Global North participants responding. Further analysis is recommended.

Reach Approach 4: Low support (cont)

Reach - Approach 4: Increase awareness and use of Wikimedia projects in two Global South countries.

- **Community suggestions**
 - Make it easier to access content globally
 - Focus on all of Africa, not just two countries
 - Focus on India and either a Spanish-speaking country or Brazil - develop local leadership and integration with the broader movement
 - Improve content quality
 - Leverage learning from past Global South engagements, especially those that failed
 - Recruit editors in other ways; need global coverage
 - Drive more awareness in Global South by partnering with blogging platforms, so that when they suggest usable media to their users, our content is one of the options

Focus area:
Communities

Communities - top 2-3 choices selected

COMMUNITIES	# people selecting this choice	%	<i>Notes: 307 people commented in this focus area. % refers to the percentage of people from this focus area who selected this approach.</i>
Approach 2	140	0.46	Create and support programs to increase volunteer participation such as recognition, facilitated mentorship, and personalized re-engagement.
Approach 1	115	0.37	Reduce harassment issues and the gender gap to facilitate a safe, welcoming, and supportive environment for contributors and editors.
Approach 5	109	0.36	Improve automation tools to reduce manual work for managing content and projects.
Approach 3	96	0.31	Increase communication and transparency with and between our communities and across Wikimedia affiliates.
Approach 6	64	0.21	Simplify policies and processes for building communities and wikis.
Approach 4	44	0.14	Align efforts between our affiliate organizations and the Wikimedia Foundation to increase local language and community coverage on key initiatives.

Communities approach 2: High support

Communities - Approach 2: Create and support programs to increase volunteer participation such as recognition, facilitated mentorship, and personalized re-engagement.

- **Strengths called out**
 - Strong support for this approach also showed up under Reach, especially around making it easier for people to contribute (UI, tools, processes)
 - Opportunity to gamify the contribution process and receive “awards” and recognition for editing milestones
 - Explore internal and external validation, including ways to honor high contributors publicly through local and country recognition
 - Reduce technical hurdles to getting started; improve the user interface and tools for new and existing contributors
 - Reduce high churn rate of new volunteers and decrease frustration of existing editors to “correct” new volunteers’ contributions, thereby reducing some of the unintentional community hostility
 - Help scale programs more effectively
 - Reduce barriers to becoming an admin and other leadership roles
 - Alternative approaches: some “write-in” approaches link to this approach or give detailed solutions (tactics) that could be done under this approach
- **Concerns / opportunities for improvement called out**
 - Caution should be taken to ensure any new programs or features are what the community actually wants and needs since resources are limited

Communities approach 2: High support (cont)

Communities - Approach 2: Create and support programs to increase volunteer participation such as recognition, facilitated mentorship, and personalized re-engagement.

- **Community suggestions called out**
 - Training programs on copyright, "customer" management, and project scope
 - For beginners: Teahouses, UX panel and quick glossary, easier access to offer micro-contributions to get involved in lower-risk environment (not articles, etc.), wizards for onboarding
 - Better ways to keep “undesirable” contributions from projects
 - Reward high-functioning communities, reform others through a defined process
 - Editathons, more real-life events, video-conferencing to debate issues instead of just online
 - Measure and evaluate contributions, then recognize; visible statistics
 - Reduce barriers to becoming an admin and other leadership roles

Communities approach 1: Medium support

Communities - Approach 1: Reduce harassment issues and the gender gap to facilitate a safe, welcoming, and supportive environment for contributors and editors.

- **Strengths called out**
 - Improving civility is a high priority; some are in favor of losing offenders in the short-term to help long-term
 - Create a safe, welcoming environment
 - Alternative approaches: some “write-in” approaches link to this approach or give detailed solutions (tactics) that could be done under this approach
- **Concerns / opportunities for improvement called out**
 - Reference to gender gap as a part of this approach made some reject this approach, because they did not feel gender gap is a priority issue
 - Some rejected this approach because they consider it a community issue to solve, not a WMF issue

Communities approach 1: Medium support (cont)

Communities - Approach 1: Reduce harassment issues and the gender gap to facilitate a safe, welcoming, and supportive environment for contributors and editors.

- **Community suggestions**
 - Improve vandalism patrols and dispute resolutions
 - Adopt existing Code of Conduct and other best practices, defer to experts in these areas
 - Create standard cross-wiki rules that work for all cultures; increase diversity
 - Avoid humiliating good-faith contributors
 - Help women feel safer in self-identifying
 - Strengthen structure for community to allow them to grow in all areas
 - Simplify finding and using help documentation and policies
 - Create better software support for social networks to facilitate joining and working in virtual teams
 - Reduce page-ownership problems
 - Improve wording of automated warnings/messages (which are unavoidable)

Communities approach 5: Medium support

Communities - Approach 5: Improve automation tools to reduce manual work for managing content and projects.

- **Strengths called out**
 - Improving automation of “grunt” work allows contributors to focus on quality content
- **Concerns / opportunities for improvement called out**
 - This is making things more robotic instead of more human-centered
- **Community suggestions**
 - Metrics/dashboards/analytics for the partners
 - Simplify editing tools
 - Wikitables need improvement
 - Improve discussion/forum space
 - Allow people to focus more on content and less on the mundane things

Communities approach 3: Medium support

Communities - Approach 3: Increase communication and transparency with and between our communities and across Wikimedia affiliates.

- **Strengths called out**
 - Strong desire for increased transparency and mutual respect
 - Open way to have real communication
 - Produce a regular, expected pattern of engagement people can opt into (or not)
- **Concerns / opportunities for improvement called out**
 - Some feel WMF needs to be a service organization and not try to lead; it should encourage initiatives not start them
 - Trust needs to be re-established for some
 - How to make surveys and consultation feedback mechanisms easier to complete?

Note: This approach had strong support initially that waned off, which may be an indicator that more involved editors are more interested in this approach. Further analysis would reveal if there is a correlation between the level of content contribution and the selection of this approach.

Communities approach 3: Medium support (cont)

Communities - Approach 3: Increase communication and transparency with and between our communities and across Wikimedia affiliates.

- **Community suggestions**
 - Need best practices on working together effectively; need input from all voices, not just the loudest ones
 - Find ways to repair the damage to relations between WMF and the editing community
 - Don't interrupt communities as WMF offers transparency and communication and takes feedback
 - Facilitate the community in contributing and communicating with outsiders
 - Add better discussion page tools since communities have to adapt and some use Facebook for this now
 - Create ways for chapters to engage more with their editing communities
 - Help better align the Foundation to support existing projects
 - Show more financial clarity/transparency
 - Guide community development
 - Create a general forum for all Wikimedians to use
 - Clarify WMF's role in the community. Some specific references to creating WMF admins to make tough decisions.
 - Improve listening skills with all parties, not just those who are harassed, the loudest voices, or on EnWiki

Communities approach 6: Low support

Communities - Approach 6: Simplify policies and processes for building communities and wikis.

- **Strengths called out**
 - Proponents feel this is mandatory since the current processes make it difficult to engage if newcomers do not have the patience and time to overcome the barriers to entry
 - Improve documentation, improve cross-wiki guideline consistency
- **Concerns / opportunities for improvement called out**
 - Some shared concern that this is not WMF's role to determine policies
- **Community suggestions**
 - Automatic editor notification and grace period for proposed bot work could avoid surprises
 - Adherence to recognized standards helps
 - Processes to make it easier to engage and edit
 - Nondiscrimination policy applying to everyone
 - Make guidance for new contributors a component on Main Page (Enwiki)
 - Improve documentation and improve cross-wiki guideline consistency

Communities approach 4: Low support

Communities - Approach 4: Align efforts between our affiliate organizations and the Wikimedia Foundation to increase local language and community coverage on key initiatives.

- **Strengths called out**
 - This received very limited commentary compared to other approaches
- **Concerns / opportunities for improvement called out**
 - Limited commentary on this approach
- **Community suggestions**
 - Increase national chapters and outreach into schools
 - Teahouse

Note: Fewer selections of this approach may potentially be a result of fewer affiliate participants responding. Further analysis of segmentation by affiliate membership is recommended.

Focus area:
Knowledge

Knowledge - top 2-3 choices selected

KNOWLEDGE # people selecting this choice % *Notes: 296 people commented in this focus area. % refers to the percentage of people from this focus area who selected this approach.*

Approach 2	126	0.43	Expand content faster through enabling community-led content partnership programs such as GLAM (Galleries, Libraries, Archives, and Museums).
Approach 3	120	0.41	Increase content quality and timeliness by technologically enhancing our editors' ability to create, monitor, and process content.
Approach 1	113	0.38	Provide easy-to-use tools and incentives to contribute multimedia content and short-form text to benefit mobile and quick lookup users.
Approach 5	83	0.28	Increase coverage in key languages through translation tools and human process.
Approach 6	69	0.23	Explore ways to scale machine-generated, machine-verified and machine-assisted content.
Approach 4	47	0.16	Measure and reduce systemic gender and other bias in our overall content by project.

As a combination, 3 & 1 have a strong showing as editor tools

Knowledge approach 2: High(er) support

Knowledge - Approach 2: Expand content faster through enabling community-led content partnership programs such as GLAM (Galleries, Libraries, Archives, and Museums).

- **Strengths called out**
 - There was high support for GLAM, within this focus area and also being mentioned under Reach and Communities. These include adding both tools and people resources.
 - Alternative approaches: a few “write-in” approaches link to this approach or give detailed solutions (tactics) that could be done under this approach
- **Concerns / opportunities for improvement called out**
 - Focus could include not only expansion of content but uniqueness of content
 - Some wanted the definition expanded to include STEM, Health, and experts in their fields

Note: This was deemed “High(er)” because it is in the top responses for Knowledge but this area had fewer overall people selecting it compared to other strategic approaches in other areas. *Note this may be because Reach had a disproportionate number of people participating.*

Knowledge approach 2: High(er) support (cont)

Knowledge - Approach 2: Expand content faster through enabling community-led content partnership programs such as GLAM (Galleries, Libraries, Archives, and Museums).

- **Community suggestions**
 - Build metrics/analytics for outreach and external partners
 - Add STEM and Health
 - Consider extensive access to reference sources (online libraries and publications) be granted to all contributors in order to ensure reliable references and improve contents to all Wikimedia projects
 - Cooperate with scientific journals to auto-create stub articles
 - Research automatic summarisation technologies adopted to the users' context
 - Consider making/verifying users as Subject Matter Experts to promote content in certain fields by these users as "expert"

Knowledge approach 3: High(er) support

Knowledge - Approach 3: Increase content quality and timeliness by technologically enhancing our editors' ability to create, monitor, and process content.

- **Strengths called out**
 - Strong support for tools to make it easier to add content and edit. This is seen in the comments from Reach and Communities as well.
 - Supports the community versus doing things the community does not want
 - Alternative approaches: some “write-in” approaches link to this approach or give detailed solutions (tactics) that could be done under this approach
- **Concerns / opportunities for improvement called out**
 - Ensure process is in place to verify which tools the community wants and prioritizes WMF to improve or complete

Note: This was deemed “High(er)” because it is in the top responses for Knowledge but this area had fewer overall people selecting it compared to other strategic approaches in other areas. *Note this may be because Reach had a disproportionate number of people participating.* However, it did also have strong support found in the alternative approaches.

Knowledge approach 3: High(er) support (cont)

Knowledge - Approach 3: Increase content quality and timeliness by technologically enhancing our editors' ability to create, monitor, and process content.

- **Community suggestions**
 - Improve processes/workflows, which are inadequate for topic-focused work and aren't equally spread across the projects
 - Focus on improving/supporting the volunteer-created tools
 - Improve links between Wikidata, Wikipedia, and other content
 - Make editing/contributing tools more organized and more easily accessible. Identify high-value tools developed by contributors and support the teams working on them.
 - Do this for ALL projects
 - Highlight who submitted the content; celebrate content creators
 - Invest in getting Wikidata (especially the games) better integrated with the projects they serve
 - Tools for rich content and interactive visualizations
 - Partner with schools to make mediawiki markup a language students learn
 - Tools to find/fix link-rot; tools for reviewing articles and for comparing the current state to that in the last review
 - Interactive data visualisations
 - Share best tools and practices: many wikis have successful initiatives but little is known about them

Knowledge approach 1: Medium support

Knowledge - Approach 1: Provide easy-to-use tools and incentives to contribute multimedia content and short-form text to benefit mobile and quick lookup users.

- **Strengths called out**
 - Again, there is strong support for better tools for contributing here and under Reach and Communities
 - Offers readers more diversity in content and better options for viewing the content they are seeking
 - Alternative approaches: some “write-in” approaches link to this approach or give detailed solutions (tactics) that could be done under this approach
- **Concerns / opportunities for improvement called out**
 - Ensure that the pursuit of short-form or multimedia does not displace the importance of long-form articles
 - A few expressed concern that offering incentives would have a negative impact
 - Check international laws, which vary regarding uploading media and may make this a complicated endeavor

Knowledge approach 1: Medium support (cont)

Knowledge - Approach 1: Provide easy-to-use tools and incentives to contribute multimedia content and short-form text to benefit mobile and quick lookup users.

- **Community suggestions**
 - Gamification of micro-contributions, especially for mobile
 - Require that all articles provide a summary, a breakdown of information, remove or explain/define jargon, especially for technical articles
 - Focus on qualitative creation and curation of knowledge (less focus on raw information)
 - Add concise excerpts, translation tools, more TWL partnerships
 - Add more user-friendly editing and upload interfaces
 - Recruit a cadre of editors to provide succinct and readable (but accurate) plain-language abstract/summary introductions to all articles over a certain length – particularly technical articles
 - Implement a new model of creation and editing articles, following the idea of “Focus Three”
 - Integrate Wikidata and enable users to generate citations semi-automatically
 - Make help guides for new editors more visual and straightforward; improve documentation

Knowledge approach 6: Low support

Knowledge - Approach 6: Explore ways to scale machine-generated, machine-verified and machine-assisted content.

- **Strengths called out**
 - Tool to assist editors (focus on machine-assisted, machine-verified)
 - Help with translation of text from English to other wikis to streamline and improve translation tools
 - Might help provide additional sources of citations for editors to review
- **Concerns / opportunities for improvement called out**
 - This was very controversial, which most likely drove down the selection of this approach. A number of people wrote in “no” to this approach. These respondents objected to the “machine-generated” part of this approach. While machine-assisted or machine-verified was mostly liked or received neutral responses, having non-humans generate the content was seen as outside Wikimedia’s scope, since it is a community-based organization.
 - Potential to reduce quality if humans aren’t actively involved
 - Potentially higher risk and cost

Knowledge approach 6: Low support (cont)

Knowledge - Approach 6: Explore ways to scale machine-generated, machine-verified and machine-assisted content.

- **Community suggestions**
 - Use less bot-like content and workflows, not more
 - Work on improving links between Wikidata and other projects so content doesn't have to be re-entered
 - Don't use non user-generated knowledge because it is not in scope and outside the communities' expertise
 - Combination of approaches 3 and 6
 - Limit this to offering features and tools to editors and communities; concern about WMF doing things better done by Google
 - Enable editors to monitor and prioritize content
 - Develop technology to facilitate human collaboration and automate appropriate work
 - Experiment with machine translation quality
 - High risk/high reward

Knowledge approach 4: Low support

Knowledge - Approach 4: Measure and reduce systemic gender and other bias in our overall content by project.

- **Strengths called out**
 - Allows a process to improve overall quality and increase integrity of content
 - Focuses on reducing gender and other bias, which was seen as necessary by this approach's supporters
- **Concerns / opportunities for improvement called out**
 - Limited commentary overall on this approach
 - Some respondents do not think gender bias or “male-centerness” is an issue for Wikimedia projects. This is countered by others (mostly women), who say it is an issue that is being pushed down.
 - Caution as to how the gender gap is closed
 - If it is measured, care needs to be taken to do this properly
- **Community suggestions**
 - Use social and tech solutions for highlighting article assessments and equality gaps
 - Caution on how the gender gap is closed
 - Focus on all the biases; have more integrity (neutral enforcement) of policies/guidelines
 - Measure to prove there is a problem
 - Look at age gap, not gender

Knowledge approach 5: Low support

Knowledge - Approach 5: Increase coverage in key languages through translation tools and human process.

- **Strengths called out**
 - While this approach was not selected as often by participants, there was interest described in Reach and Communities about the importance of language coverage for emerging communities
 - Helps expand knowledge reach in emerging communities
- **Concerns / opportunities for improvement called out**
 - Limited support shown through selection of priority approaches
 - Potentially resource-intensive

Note: Fewer selections of this approach may be potentially a result of the higher number of English-speaking participants responding. Further analysis of segmentation by language preference is recommended.

Knowledge approach 5: Low support (cont)

Knowledge - Approach 5: Increase coverage in key languages through translation tools and human process.

- **Community suggestions**
 - Make information accessible in as many languages as possible, and provide easily-consumable snippets for searchers on the run
 - Streamline and improve translation tools, so content can exist in as many languages as possible. Do not focus too heavily on mobile only.
 - Add translation tools for visitors
 - Link to sister projects more easily
 - Have better inter-language cooperation
 - Offer equal access to knowledge regardless of language. Set a space on Meta to collaborate on cross-language improvements.
 - Focusing on reaching all languages and shoring up gaps in the communities will help us expand and keep knowledge

Alternative approaches
suggested

Alternative approaches

Approximately 300* alternative approaches were submitted

- These fell into the following categories:
 - A reference to or a variation of another strategic approach, most often from a different focus area
 - A combination of approaches
 - A detailed solution (tactic) that falls under a specific approach
 - A brand new strategic approach (these were limited)

* Note: This number is approximate, as suggestions written under the “critical question” were also counted as an alternative approach. If a participant made more than one suggestion, it was counted as one alternative approach..

Alternative approaches (cont)

Reference to or variations of a strategic approach

- Reach Approach 2:
 - Some of the suggested approaches were recommendations for specific research and analysis. Most fell under Reach 2. A few also recommended research around volunteer retention (Communities focus area).
- Communities Approach 2:
 - Some of the suggested approaches dealt with improving the onboarding and mentorship of new editors (Communities 2). They suggested this would go far in reducing harassment of new editors because they would have better tools and support to follow standard policies.
 - There were also a number of references to gamification (internal incentives and recognition as ongoing milestones are achieved), building in strong recognition for high contributors, and ways to re-engage contributors.

Alternative approaches (cont)

Reference to or variations of a strategic approach (cont)

- Editor tools (Knowledge approaches 1 & 3):
 - Many submitted strategic approaches gave specific suggestions for tool improvements or new tools. These often showed up under Reach and Community. These as a category most support Knowledge approach 1 and 3 (different types of editor tools). These ran the gamut from tools to share text and images via social media to advances to Visual Editor.
- Reach 1 (adapting the reader's experience):
 - There were some recommendations for modernizing the UI or describing specific features. The common thread was creating an environment that would make finding information easier and more inviting.
- Reuse providers (connects to Reach 3):
 - Specific alternatives were shared for dealing with reuse providers, establishing policies, and providing link-backs to wiki projects

Alternative approaches (cont)

Reference to or variations of a strategic approach (cont)

- Communities 1 (reducing harassment):
 - Some alternative approaches suggested ways to improve the community health and reduce harassment and vandalism
- Knowledge 2 (community-led partnership programs, GLAM):
 - A few alternative approaches referenced ways to increase GLAM projects

Alternative approaches (cont)

New strategic approaches (major themes)

- Communities (education programs):
 - Some of the suggestions were around building more education programs and working more with schools. Some also recommended more local events.
- Marketing campaigns / public relations:
 - Some of the alternative approaches referred to building awareness campaigns to help get Wikipedia used in more schools, highlight the movement's mission, promote the quality of the content, and highlight key projects.
- Knowledge quality:
 - Some suggested approaches to improve the content quality. This was for the sake of being a better knowledge source but also as a way to expand reach (quality content would entice more people to come).

Alternative approaches (cont)

New strategic approaches (minor themes)

- Search results:
 - There were a few suggestions about getting better placement for wiki results in other search engines, as well as improving the search within the projects.
- Specific projects:
 - A few alternative approaches focused on specific projects, such as Wikidata.
- WMF focus shift:
 - A few called out that the WMF should change from being focused on technology and expanding reach to only being focused on its community of authors.

Part 2:
Three critical questions



Consultation prompts
for focus areas
Reach, Communities, and Knowledge

Critical question: Reach

While Wikimedia content has been increasingly reused by others, traffic to Wikimedia projects has been decreasing since 2013. This is a severe challenge, because fewer people will explore related content, have the chance to become contributors, or donate. Declining reach is a significant risk to the movement's relevance, sustainability and the way we operate, and thus to our shared vision of reaching every human being.

What do you think is the best way to encourage traffic to come to our projects while also supporting free, external content reuse?

- Please discuss your thoughts on the question of reach at [Strategy consultation 2016/Reach](#).

Critical question: Communities

If we don't create a healthier environment, we run the risk that the Wikimedia movement will not be sustainable beyond this generation of editors.

What do you think is the best way for the Wikimedia Foundation to help improve the health, growth and diversity of our communities to help them be more welcoming and open so that the movement is sustainable?

- Please discuss your thoughts on the question of reach at [Strategy consultation 2016/Communities](#).

Critical question: Knowledge

Our volunteers use diverse sources and information to create quality, comprehensive work. However, there are major recent innovations in the way knowledge is created, shared and received. Recent technical advances also allow for automatic generation and syndication of content.

What do you think is the best way for the Wikimedia Foundation to adapt to changing knowledge needs of readers (short snippets, diverse formats, language, etc.) and to help facilitate content quality?

- Please discuss your thoughts on the question of reach at [Strategy consultation 2016/Knowledge](#).

Part 2:
Analysis of participants

Summary of participants - part 2

Number of active participants (answering the three critical questions)*

- The total number of unique participants per focus area:

	# unique participants per
REACH	281
COMMUNITIES	218
KNOWLEDGE	190

* Note: This number excludes anyone who was removed from the Meta list based on standard vandalism practices, those who left the answers blank, or those whose answers were excluded because of they were not relevant to the question.

Part 2:
Considerations & recommendations
as the Foundation prepares for the
movement strategy consultation

Considerations

The answers to the critical questions offer a view into the challenges facing the movement. Below are some considerations for the development of the long-term movement strategy process and consultation.

Consider these topics for the movement strategy consultation:

- Clearly understand and define the roles of the Foundation and the community. Differing opinions exist around the prioritization and importance of creating knowledge versus distributing that knowledge.
 - Many existing users want the Foundation to simply support their requested technical needs, fundraise, and distribute grants
 - The Foundation and Board (as stewards of the mission) and other users also wish to ensure that knowledge is spread to every human being and to encourage knowledge creation in developing countries that don't have the strength of editors that English Wikipedia had when it started

Considerations (cont)

- Clearly define what knowledge means for the movement (primarily text or more presentation types and formats?), what the audience wants and needs, and what direction the community recommends that the wiki projects evolve into during the next 10-20 years as the Internet continues to expand
- Understand the community's opinion on the mix of investment the Foundation should give to each of the following areas (mainly how to balance between extending reach and developing content quality/quantity):
 - Technical support to improve contribution and collaboration
 - Technical support to improve reading experience, especially on mobile
 - Growing new Wikis in areas with limited awareness and usage
 - Partnerships with content providers, such as GLAM
 - Community building (more programs with schools/academics, etc.)
 - Copyright enforcement
 - Community support through grants

Considerations (cont)

- Understand the role that the Foundation should or should not play to improve community health and reduce harassment, including policy development, training, and enforcement
- Define potential solutions and get prioritized feedback on the best ways to improve:
 - Editing / contributing content (methods to simplify)
 - Collaboration between editors
 - Quality, especially for contributions to mature projects
 - Translation tools
 - Recognition and a system of incentives
 - Onboarding of new editors/contributors

Recommendations

Based on the responses to the critical questions, the following recommendations are suggested to help improve key challenges and build upon community suggestions.

- Build and implement an ongoing, community communications plan
 - Increase transparency about the Foundation's programs and budgets
 - Leverage the network effect of the whole community (Foundation, chapters, partners, contributors)
- Develop a contributor relationship-management program based on member life cycle
 - Encourage more participation, offset known hurdles that prevent deeper engagement
 - Offer recognition and feedback loops
 - Connect to mentors or mentor community (more experienced Wikimedians and content experts), based on content interest or location
 - Introduce inexpensive, geographically-specific opportunities for more in-person interaction

Recommendations (cont)

- Automatically offer personalized recommendations for content to contribute, based on selected areas of interest and past contributions
- Offer opt-in email communications to create cohorts for outreach and more support based on life stage
- Create different UI's, features, and levels of support for different levels of engagement (EWP) to better overcome the steep learning curve:
 - Reader: easy ways to encourage sign into editor mode
 - Stage 1: First-time editor - limited capabilities (minor edits, contributions directly on requested items) with simple, easy-to-understand how-to tutorials
 - Stage 2: Casual editor - more capabilities, more advanced tutorials
 - Stage 3: Prominent editor - all capabilities and advanced features, advanced tutorials

Recommendations (cont)

- Review product enhancements requested in the consultation, mainly:
 - Simplify editor/contributor interface and tools
 - Improve language translation tools
 - Improve Wikidata and connections between Wikis
 - Develop more relationships with GLAMs (Galleries, Libraries, Archives and Museums)
 - Build easier ways to verify and cite sources, More connections to services
- Better define the development life stages of a Wiki, so that “lessons learned” could be shared more easily and typical obstacles could be overcome
- Review suggestions for improving community engagement noted in the consultation, mainly:
 - Incentives, feedback loops, ongoing recognition
 - Gamification of edits/contributions
 - Simplified tools and tutorials to onboard new editors

Part 2

Detailed findings



Focus area:
Reach

Reach: Critical question

While Wikimedia content has been increasingly reused by others, traffic to Wikimedia projects has been decreasing since 2013. This is a severe challenge, because fewer people will explore related content, have the chance to become contributors, or donate. Declining reach is a significant risk to the movement's relevance, sustainability and the way we operate, and thus to our shared vision of reaching every human being.

What do you think is the best way to encourage traffic to come to our projects while also supporting free, external content reuse?

- Please discuss your thoughts on the question of reach at [Strategy consultation 2016/Reach](#).

Reach: Breakdown of responses

- Of the 462 Reach respondents:
 - About 53% of respondents (244) wrote responses to the critical question, which broke into 313 unique comments (a few people had ideas that fit into multiple themes)
 - Of note, 14 of these did not feel that reuse was an issue, since the mission is about access to knowledge
 - About 8% of respondents (37) answered the critical question with a strategic approach number instead of a comment
 - About 39% of respondents (181) were excluded (159 blank, 7 said they didn't know, 9 comments not relevant, 6 comments expressing thanks/like)

Reach: Major themes

What do you think is the best way to encourage traffic to come to our projects while also supporting free, external content reuse?

NOTE: All responses were reviewed and then clustered into similar themes. While this is qualitative research, we have given the numeric breakdown of the clusters, so that the relative frequency is understood. However, these should not be deemed statistically relevant.

	Theme	# comments	% comments
1	Make it easier to contribute (to increase quality/quantity and move readers to higher interaction)	60	19%
2	Improve overall quality / perception of quality	52	17%
3	Improve content formats, types, images, shareability	33	11%
4	Improve / modernize UI	30	10%
5	Improve mobile applications (reading and editing)	22	7%

Listed in order of frequency of similar comments. Listed themes account for approximately 85% of all 313 comment threads. The balance did not fit clusters.

Reach: Major themes (cont)

What do you think is the best way to encourage traffic to come to our projects while also supporting free, external content reuse?

	Theme	# comments	% comments
6	Improve and promote all projects (beyond English Wikipedia)	20	6%
7	Work with reusers, demand they link back to source, and engage in more legal action for non-compliance	18	6%
8	Conduct more research to better understand users' needs and readership decline	15	5%
9	Expand to developing countries; improve language translations	13	4%

Reach: Theme 1

Make it easier to contribute (to increase quality/quantity of articles and move readers to higher interaction)

- Improving contribution was seen as the best pathway to encourage traffic to the projects.
- **Ideas/reasons called out:**
 - More quantity would lead to more opportunities to reach search results and drive traffic
 - More tools to improve editing would lead to higher quality and therefore more traffic (assumes people are not going to site because of quality perception)
 - Easier tools so that readers are motivated to convert into casual editors, which might lead to higher engagement
 - Better tools for editing on mobile would increase participation
 - Better ways to identify gaps so contributors can focus on areas to expand coverage
 - Better tools, tutorials, mentoring, and practices to improve onboarding of new editors so they aren't faced with high barriers to entry (directions to start, rejection as vandalism)
 - Better recognition and gamification so that more people are motivated to edit and improve quality
 - Better tools and systems to support existing editors
 - More local events to encourage contribution

Reach: Theme 2

Improve overall quality / perception of quality

- Improving overall quality – both real and perceived – was seen as key to encourage more traffic.
- **Ideas/reasons called out:**
 - As one respondent stated, the nature of Wiki projects being open-source creates a quality paradox. While crowdsourcing knowledge leads to vast quantity and refinement, people may feel that the source is suspect because anyone can contribute and edit.
 - Improving quality - and the tools to make editing easier - would increase traffic from those who lack trust and confidence in the brand
 - K-12 schools and higher-education systems were specifically called out as places to increase the perception of quality, since many teachers ban the use of Wikipedia. Some also mentioned that schools are a good target for growing a new audience of readers and future editors.
 - Public relations campaigns to change the perception of lower quality and reliability, potentially with an academic study of search results
 - Librarians could be recruited to improve quality and be advocates

Reach: Theme 3

Improve content formats, types, images, shareability

- To better meet the diverse needs of different audiences, improving the content types and shareability would increase traffic, exploration of Wiki projects, and reuse.
- **Proposed ideas/reasons:**
 - Content organized more clearly would allow people to trust and use the site more often (suggestions for short and long forms, more standardized construction of formats across projects, layering approach, etc.)
 - More non-text types of content - images, video, etc.
 - More precise and accurate formats
 - Delineation of “subject-matter expert” and “public contribution” content
 - Creation of bite-sized bits and summaries to make sharing on social media more easily done
 - Share buttons and more links to make it easier to share and explore content
 - Standardization with other sites (e.g., Google works with Wikidata, but Wiki projects don't hook into Google Scholars)
 - Images are hard to add into Commons and difficult to search / use from Commons

Reach: Theme 4

Improve / modernize UI

- The design of the sites was seen as a deterrent for motivating readers to visit Wiki sites and to get more people to want to contribute to the sites.
- **Proposed ideas/reasons:**
 - Old-school (web 1.0 instead of web 2.0) makes the content seem less trust-worthy or valid, less-appealing to Millennials and new audiences
 - Browsing is difficult, so it's easier to use other sources
 - Lifecycle concept - different user experiences based on user type: reader, beginning editor, advanced editor
 - Point-of-view forks would allow people to better understand the content and biases
 - Modular interface that's customizable would allow the content to appear "more for me"
 - User-customization similar to YouTube and google services mentioned
 - User-friendliness needs to improve

Reach: Theme 5

Improve mobile applications (reading and editing)

- Mobile was called out as a major area needed to capture traffic as more people go mobile, as well as a way to increase contribution.
- **Proposed ideas/reasons:**
 - Wiki content from all projects available on mobile devices
 - More tools available for easier reading and editing on mobile
 - KIVIX app improvements for content offline
 - Features that allow people to explore new content

Reach: Theme 6

Improve and promote all projects (beyond English Wikipedia)

- Encouraging awareness and driving traffic beyond English Wikipedia would open up new audiences.
- **Proposed ideas/reasons:**
 - Improvements to WikiData, WikiSource, Creative Commons, and WikiVoyager
 - More embedded connections and links across projects
 - Awareness campaigns to promote all projects
 - Improvements to Creative Commons for uploading and downloading images
 - Collaboration support between projects

Reach: Theme 7

Work with reusers, demand they link back to source, and engage in more legal action for non-compliance

- Reuse was generally not seen as a bad thing, since the mission is free knowledge. How people receive that free knowledge should not matter. If traffic is needed for donations, Wikimedia Foundation should investigate other ways to generate donations.
- The key to reuse is to ensure that all reusers are properly attributing the source and linking back to the related Wiki projects
 - Legal action and partnership deals could be more stringent, to ensure compliance

Reach: Theme 8

Conduct more research to better understand users' needs and readership decline

- Research was seen as a first step for identifying the real reason(s) for decline, as well as what users are looking for as they seek and explore knowledge.
- **Proposed areas to research to better understand:**
 - Visitor demographics and behaviors and then test hypotheses to guide product development
 - Content types users want
 - Why they come to sites (or not), and why they stay (or leave)
 - How to secure and retain contributors

Reach: Theme 9

Expand to developing countries; improve language translations

- Expansion into areas with limited access to or awareness of Wiki projects would enable new audience expansion in unsaturated markets.
- **Proposed ideas/reasons:**
 - More translation tools to enable more content in specific languages
 - Awareness campaigns of different Wiki projects
 - Recommendation for editors to use simple English for easier translation to other languages
 - Offline content tools

Reach: Approaches written in as response

REACH

people writing
in this choice

Note: Instead of responding to the question, 37 people responded with a strategic approach number(s) under the critical question, for a total of 46 strategic approaches listed.

Approach 1	17	Increase frequency of use and number of users by adapting user experience to their needs (this may result in additional content formats, making more of Wikimedia content easier to find, increasing language coverage, etc.).
Approach 2	8	Improve our understanding of how and why our users come to and stay on our projects so we can better serve their needs.
Approach 3	4	Understand how Wikimedia content is reused on external platforms and explore how to encourage users of such content to go to Wikimedia projects.
Approach 4	6	Increase awareness and use of Wikimedia projects in two Global South countries.
Approach 5	3	Enable others to reuse our content and build their own products by improving and documenting our APIs (application programming interfaces).
Approach 6	8	Improve Wikipedia mobile apps to increase use.

Focus area:
Communities

Communities: Critical question

If we don't create a healthier environment, we run the risk that the Wikimedia movement will not be sustainable beyond this generation of editors.

What do you think is the best way for the Wikimedia Foundation to help improve the health, growth and diversity of our communities to help them be more welcoming and open so that the movement is sustainable?

- Please discuss your thoughts on the question of reach at [Strategy consultation 2016/Communities](#).

Communities: Breakdown of responses

- Of the 313 Communities respondents:
 - About 61% of respondents (191) wrote comments to the critical question, which broke into 229 unique threads
 - About 9% of respondents (27) answered the critical question with a strategic approach number instead of a comment
 - About 30% of respondents (95) were excluded (87 blank, 4 comments not relevant, 4 comments expressing thanks/like)

Communities: Major themes

What do you think is the best way for the Wikimedia Foundation to help improve the health, growth and diversity of our communities to help them be more welcoming and open so that the movement is sustainable?

NOTE: All responses were reviewed and then clustered into similar themes. While this is qualitative research, we have given the numeric breakdown of the clusters, so that the relative frequency is understood. However, these should not be deemed statistically relevant.

	Theme	# comments	% comments
1	Simplify / change processes to make it easier to contribute and collaborate	45	20%
2	Improve onboarding process and mentoring	36	16%
3	Better define WMF's role vs. community's role	31	14%
4	Reduce harassment / build and enforce better policies	29	13%
5	Better define community and opportunities for collaboration	18	8%

Listed in order of frequency of similar comments. Listed themes account for approximately 96% of all 229 comment threads. The balance did not fit clusters.

Communities: Major themes (cont)

What do you think is the best way for the Wikimedia Foundation to help improve the health, growth and diversity of our communities to help them be more welcoming and open so that the movement is sustainable?

	Theme	# comments	% comments
6	Improve transparency / communications / culture	18	8%
7	Expand outreach to schools / academia	15	7%
8	Improve recognition and build system of incentives	15	7%
9	Improve diversity and close gender gap	12	5%

Communities: Theme 1

Simplify / change processes to make it easier to contribute and collaborate

- As a way to increase community health, some people focused on how to improve the editing processes and relationships. They said that the current processes for editing make it difficult for new people to learn and edit correctly, which adds time for existing editors to correct their work and resolve issues. Because the collaboration tools are web 1.0, this task is even more difficult to resolve efficiently. This leads to conflict.
- **Proposed ideas/reasons:**
 - Better tools for collaboration and communication between editors, including video conferencing, features for simultaneous editing and resolution threading (like Google docs), offline meetings
 - Integrated question / response forums that aren't lost on talk pages
 - Appropriate automation, so editors focus on writing content, not patrolling, reversing vandalism, blocking vandals
 - Simplified user experience and work flows
 - Simplified rules for editing
 - Tools that would help to improve quality

Communities: Theme 1 (cont)

Simplify / change processes to make it easier to contribute and collaborate

- **Proposed ideas/reasons (cont):**
 - Longer article deletion process, so new legitimate content is not deleted too soon
 - Equitable treatment and practices, so legitimate articles are not deleted while others with the same formats are retained
 - Social media - make sharing easy to help expand community growth and participation
 - Fix technical issues to reduce barriers
 - Simplified documentation, pages more welcoming, better links to resources needed
 - Simplified policies based on best practices that are easier to understand and follow
 - Increased availability and awareness of separate spaces (pre-article) for initial development before something is “approved” and added to the main sites
 - Note: these are currently available on some but not all projects

Communities: Theme 2

Improve onboarding process and mentoring

- Many people wrote responses that dealt with better welcoming, training, mentoring, and onboarding of new contributors and editors
 - Note: Specific ideas that crossed over into recognition and simplified processes were clustered under those themes
- **Proposed ideas/reasons:**
 - Different UI's and features for beginners to better overcome the steep learning curve:
 - Reader - easy ways to encourage sign into editor mode
 - First-time editor - limited capabilities (minor edits, contributions directly on requested items) with simple, easy-to-understand how-to tutorials
 - Lower thresholds for contribution/editing: items marked by other editors that give bite-sized edit needs, vs. writing full articles

Communities: Theme 2 (cont)

Improve onboarding process and mentoring

- **Proposed ideas/reasons (cont):**
 - Learning spaces (pre-article) for initial development of articles that are reviewed by experienced editors before they go “live” on main pages
 - More tutorials, “just-in-time” interventions as needed, vs. hunting for documentation
 - Mentoring program that works - TeaHouse called out
 - More edit-a-thons and local events, places for new volunteers to meet with experienced editors, learn and become socially embedded into the community (leading to stronger mentorship)
 - Research on motivations and how newcomers are treated, so that onboarding process fits needs/motivations
 - Gamification of edits and learning process to make it more appealing, especially Millennials
 - Balance between quest for new editors and quality control - solutions that maintain quality
 - Lower barriers to entry - less complexity in editing process and uploads (wiki-markup, etc.)
 - Ongoing encouragement to participate, just as you send reminders to donors
 - Welcoming environment

Communities: Theme 2 (cont)

Improve onboarding process and mentoring

- **Proposed ideas/reasons (cont):**
 - Supportive environment for diversity - rules and references in different languages, different cultural considerations inside English Wikipedia
 - Audience-specific processes
 - One example cited: Millennials want more automatic feedback and sense of reward (eg., upload image of kitten and get Likes from 10 friends)
 - Onboarding applicable for each stage of that project's life stage
 - One example cited: English Wikipedia is in a more advanced stage of development, therefore needs less article contribution and more entry points to make improvements

Communities: Theme 3

Better define WMF's role vs. community's role

- For those suggesting this as the solution to the critical question, most did NOT feel that it was the Foundation's role to "fix" the harassment issue:
 - Reasons called out:
 - WMF should only work in service to the communities
 - Communities should be self-managing and solve issues locally
 - Foundation should take a step back and go into listening mode, in order to rebuild trust
 - Foundation's role needs to be clearly defined and adhered to. Ideas called out:
 - WMF should only work in service to the communities
 - WMF should only work on specific tasks that the communities can't do, such as technology improvements that they have requested, fundraising, distributing grants
 - WMF should be cut back to smaller size, not be in the San Francisco area since that's a technology focus
- A handful of others felt that the Foundation staff should take a more active role in solving disputes, so that these conflicts did not fall on volunteers to manage

Communities: Theme 4

Reduce harassment / build and enforce better policies

- Harassment was seen as a primary area to solve so that the overall environment would be more positive and less toxic.
- **Proposed ideas/reasons:**
 - Ways to reduce overall bad behaviors and foster integrity and good will
 - Trolls with harmful intent need to be more effectively eliminated
 - Better enforcement of current policies with true consequences
 - More best practices around conflict resolution and online code of conduct, including engaging experts
 - Elimination of “editor kings” who have consistently bad behavior and dominate a project, even if they are high-volume editors
 - Elimination of “pot-stirrers” - those who don’t contribute but spend time in editing conflicts
 - Better distinction of vandalism, as it pertains to legitimate content
 - Timely resolution of conflicts with consistent processes
 - More staff positions to assist with harassment
 - Enforcement of non-discriminatory policy - especially gender identification and sexual orientation

Communities: Theme 5

Better define community and opportunities for collaboration

- Some people wanted more opportunities for more personal connections and saw building community as a way to build a positive environment and sustainability.
 - More in-person events, exhibitions, meetings in cheaper venues
 - Facilitated collaborations
 - Opportunities for relationship-building
- Interestingly, some others were thrown off by this question, since they don't feel part of an organized community. Almost all liked the concept, and felt that a stronger sense of community (being personally connected to others in the movement) would help growth.
 - Community should be apparent, beyond seeing responses in a survey
 - Current lack of community and interaction, which can make work lonely
 - Foundation should simplify communications to fewer channels, make it easier to connect to others
 - Ongoing communications plan for people in different stages of engagement
 - Opportunities for more physical connections, which aren't expensive (not Hilton)
 - Note: One person didn't feel this was necessary, since social forums are available elsewhere

Communities: Theme 6

Improve transparency / communications / culture

- Beyond the theme of the Foundation better understanding its role, the issue of the Foundation living out the movement's values was seen as a way to improve community health. Establishing better communications across the communities would help rebuild trust.
- **Proposed ideas/reasons:**
 - More transparency across all actions, especially how the Foundation spends its money
 - Mutually agreed upon expectations of what money is available and how it will be divided
 - Actions to rebuild trust and ensure that past issues don't reoccur (examples cited: "SuperProtect" and "firing of community trustees")
 - Better system of communication so community members are connected with what other communities are doing and what the Foundation is doing
 - Actions to improve overall culture
 - More openness across communities, less loss of personal rights, more qualified administrators, and zero-tolerance of misbehavior

Communities: Theme 6 (cont)

Improve transparency / communications / culture

- **Proposed ideas/reasons:**
 - Increased respect shown to the community - treat them like real collaborators and partners.
 - Opinions expressed were around improvements to: conducting valid consultations, listening to feedback, paying attention to community members, not imposing unrequested software, not abusing beta testers, and training staff better.
 - DO provide software they need and ask for and remove spam/trolls that prevent editors from focusing on the content development.

Communities: Theme 7

Expand outreach to schools / academia

- Tapping into schools and universities was seen as a way to create long-term sustainability (the next-generation of editors) and improve quality.
- **Proposed ideas/reasons:**
 - Students learn how to edit with support of teachers, starting out by “adopting” pages for simple edits (typos, identifying gaps); learn about knowledge integrity and avoiding bias
 - Academics and librarians could assist with deepening content quality
 - For assignments, university students could be engaged to write Wikipedia articles instead of generic research papers, which would give them recognition for the work and provide worthwhile value*
 - Note: This is currently part of what Wikimedia educational programs do
 - New opportunity for partnership expansion for content and donations
 - Way to do more international outreach through schools
 - Current Wikimedia educational programs could be grown further, supported more financially
 - Further potential for more local events, possibilities for wiki-clubs through schools

Communities: Theme 8

Improve recognition and build system of incentives

- Recognition was seen as a way to not only incent contributors to deepen their engagement and create a positive working environment, but as a way to bring more positive attention to the movement. Examples were mainly a system of online incentives; however, a few also mentioned opportunities for more “real-world” recognition.
- **Proposed ideas/reasons:**
 - Positive feedback loop that helps move readers to active contributors, going from simple Like buttons and shareable content links to Thank you buttons to a robust system of acknowledgements as more contribution is made (more frequent milestones initially leading to wider acknowledgement and community-wide recognition for significant milestones)
 - Identify key participation hurdles and design a system of incentives that encourages progress beyond those hurdles
 - Gamification - status recognition of small achievements to encourage ongoing contribution
 - Better understand motivations and find ways to increase those triggers
 - Leadership development opportunities as an incentive
 - Learn best practices of communities and companies that do strong feedback

Communities: Theme 9

Improve diversity and close gender gap

- While limited, some people felt that diversity and closing the gender gap would be the most important way to improve community health
- **Proposed ideas/reasons:**
 - Broadening age and gender diversity would bring more perspectives and less aggressive behavior (note: respondent assumes that most bad behavior is coming from young males)
 - Long-term sustainability depends on diversity as the only way for real content growth - diversity of languages, projects, gender, age, economic/social background
 - Gender gap is not just a harassment issue but a content issue, since representation is not equitable for female bios or traditionally female subjects (examples cited include fashion, design, textiles)
 - Standardization of processes needs to take into account different cultural perspectives, countries, gender, languages, and other forms of diversity

Communities: Approaches written in as response

REACH **# people writing in this choice** *Note: Instead of responding to the question, 27 people responded with a strategic approach number(s) under the critical question, for a total of 37 strategic approaches listed.*

Approach 1	11	Reduce harassment issues and the gender gap to facilitate a safe, welcoming, and supportive environment for contributors and editors.
Approach 2	9	Create and support programs to increase volunteer participation such as recognition, facilitated mentorship, and personalized re-engagement.
Approach 3	7	Increase communication and transparency with and between our communities and across Wikimedia affiliates.
Approach 4	0	Align efforts between our affiliate organizations and the Wikimedia Foundation to increase local language and community coverage on key initiatives.
Approach 5	6	Improve automation tools to reduce manual work for managing content and projects.
Approach 6	4	Simplify policies and processes for building communities and wikis.

Focus area:
Knowledge

Knowledge: Critical question

Our volunteers use diverse sources and information to create quality, comprehensive work. However, there are major recent innovations in the way knowledge is created, shared and received. Recent technical advances also allow for automatic generation and syndication of content.

What do you think is the best way for the Wikimedia Foundation to adapt to changing knowledge needs of readers (short snippets, diverse formats, language, etc.) and to help facilitate content quality?

- Please discuss your thoughts on the question of reach at [Strategy consultation 2016/Knowledge](#).

Knowledge: Breakdown of responses

- Of the 302 Knowledge respondents:
 - About 55% of respondents (166) wrote responses to the critical question, which broke into 228 unique threads
 - About 8% respondents (24) answered the critical question with a strategic approach number instead of a comment
 - About 37% respondents (112) were excluded (105 blank, 4 comments not relevant, 3 comments expressing thanks/like)

Knowledge: Major themes

What do you think is the best way for the Wikimedia Foundation to adapt to changing knowledge needs of readers (short snippets, diverse formats, language, etc.) and to help facilitate content quality?

NOTE: All responses were reviewed and then clustered into similar themes. While this is qualitative research, we have given the numeric breakdown of the clusters, so that the relative frequency is understood. However, these should not be deemed statistically relevant.

	Theme	# comments	% comments
1	Better equip editors so that they can focus on content creation (improve and create tools, source database, UI, and training)	82	36%
2	Focus on ways to improve content quality	44	19%
3	Expand partnerships that increase content and sources, including with multimedia and new formats	23	10%
4	Focus on the core competency of the movement, not shifting knowledge needs	23	10%

Listed in order of frequency of similar comments. Listed themes account for approximately 99% of all 228 comment threads. The balance did not fit clusters.

Knowledge: Major themes (cont)

What do you think is the best way for the Wikimedia Foundation to adapt to changing knowledge needs of readers (short snippets, diverse formats, language, etc.) and to help facilitate content quality?

	Theme	# comments	% comments
5	Improve summaries to aid reader search and comprehension, but don't create "snippets"	23	10%
6	Use WikiData to help drive automatic updating of content across projects	19	8%
7	Use semi-automation appropriately to aid editors (translations, vandalism), but NOT to replace humans in content curation	12	5%

Knowledge: Theme 1

Better equip editors so that they can focus on content creation (improve and create tools, source database, UI, and training)

- Better tools were seen as the number one way to help the movement grow, providing both richer and higher-quality content.
- **Proposed ideas/reasons:**
 - User-friendly editing and collaboration tools would increase participation and allow people to spend less time working through technical issues versus developing content
 - Better ways to discuss articles, give and receive feedback, allow readers to provide feedback
 - Mobile capabilities (but without losing desktop capabilities)
 - Easy upload of images, videos, and other formats
 - Easier creation tools for tables and data presentation
 - Better vandalism prevention and restitution
 - Social media-like tools to improve feedback and recognition
 - Mindmap - discovery tool for missing content gaps
 - Maintenance and update of existing tools
 - Simple tools for readers to comment or contribute small bits

Knowledge: Theme 1 (cont)

Better equip editors so that they can focus on content creation (improve / create tools, UI, source database, and support)

- **Proposed ideas/reasons:**
 - Short-article creation tool
 - Tools to accept other data formats and sources from existing archives
 - Tools to identify what is broken
 - Integrated spelling and grammar checker
 - Tag for reference checking
 - Source databank would allow editors to easily search/find sources and references, make citations, and reduce link rot
 - More modern user interface and experience, eliminating the complexity and leveraging new technologies (especially helpful for computer illiterate in developing countries)
 - Better editor support (simple guides, training, and how-to videos maintained by WMF)

Knowledge: Theme 2

Focus on ways to improve content quality

- By focusing on ways to improve the processes for quality content, the movement would be more sustainable and increase its overall value as an online encyclopedia.
- **Proposed ideas/reasons:**
 - More subject-matter experts to improve articles and give more credibility, especially in the sciences (add tag when “expert contributor” has provided content)
 - Efforts to eliminate bias and eliminate biased authors
 - Facilitated use of the Foundation’s resources, including copyrighted, print materials
 - Broader access to services to verify sourcing/edit claims (subscription)
 - New type of editor, the knowledge holder, who would have moral authority and more weight in discussions
 - Experienced editors to maintain front pages so that these are judiciously done
 - Subject experts to review most important pages for errors, inaccuracies, deficiencies, potential improvements

Knowledge: Theme 2 (cont)

Focus on ways to improve content quality

- **Proposed ideas/reasons:**
 - Research study on quality (follow up to 2005 study)
 - Academics and students to review pages
- **Content expansion was also mentioned by a few people; their solutions included:**
 - Inclusion of how-to videos
 - Increase accessibility (all languages, plain language, convert knowledge to mathematical principles)
 - Original research - have space to accept and mark it as such

Knowledge: Theme 3

Expand partnerships that increase content and sources, including with multimedia and new formats

- Partnerships were seen as a way to significantly expand content as well as a way to increase the diversity and quality of content.
- **Proposed ideas/reasons:**
 - Institutional partnerships would allow for heavy infusions of content (GLAM)
 - Resource for editors as they write articles
 - Way to increase collaboration between community and experts
 - Potential to better integrate with historical societies and tourist offices
 - Way to potentially reach into other cultures, other languages with grass-roots meetups
 - Partnerships with scientific journals and experts
 - Factor to improve quality across all projects

Knowledge: Theme 4

Focus on the core competency of the movement, instead of shifting knowledge needs

- This theme returns to the premise that the movement is about in-depth knowledge (encyclopedia), and that the Foundation should not try to adapt toward shifting knowledge needs. Snippets were not seen as a viable knowledge format, since they are not in context.
 - *Note that while the research prompt referred to “snippets,” most defined these as very short, meaningless explanations or facts, while others understood them to be the current article summaries. For those responding to this theme, snippets were understood as the former.*
- **Proposed ideas/reasons around knowledge needs:**
 - Knowledge needs ARE NOT changing. The movement should maintain its position as an in-depth knowledge source (encyclopedia) and not worry about other formats, which veer toward information or not knowledge.
 - WMF should not interfere with the production of knowledge, since that’s the purview of the community. The only role the Foundation should play is building the technical tools requested by the community.
 - WMF should bring in more content (GLAMs) and translations, so that volunteers can focus on writing

Knowledge: Theme 4 (cont)

Focus on the core competency of the movement, not shifting knowledge needs

- **Proposed ideas/reasons:**
 - Knowledge needs ARE changing. The movement should research needs and better accommodate, otherwise it will be a dinosaur.
 - Need to respond and include other formats, as knowledge presentation evolves and the internet becomes more sophisticated (from text only to interactive visual presentation, etc.)
 - Evolution is necessary and reform is good, to ensure editors don't build fiefdoms

Knowledge: Theme 5

Improve summaries to aid reader search and comprehension, but don't create "snippets"

- To make content more accessible, summaries should be improved. However, the Foundation should not compete with tech companies for more searchable snippets, which they are better equipped to do.
- **Proposed ideas/reasons:**
 - Article summaries
 - Make these higher quality and more concise
 - Good for mobile
 - More concise writing, plain language, more accessible
 - "Snippets"
 - Short formats are not the movement's purpose as a long-form encyclopedia — leave this to Google to parse and serve up Wiki content
 - "Dumbing down" of content is against tenet of knowledge

Knowledge: Theme 6

Use WikiData to help drive automatic updating of content across projects

- WikiData was seen as a primary way to simplify expansion of content across projects. With expanded features, it could be a conduit for a source database and content translation.
- **Proposed ideas/reasons:**
 - Less complex process to transfer content
 - Awareness campaigns
 - Better collaboration tools
 - New models that are common in all languages and would allow for heavy imports
 - Ways to generate basic facts for articles

Knowledge: Theme 7

Use semi-automation appropriately to aid editors (translations, vandalism), but NOT to replace humans in content curation

- Machine-generated content was seen as a negative. Semi-automation – ways to use technology to assist humans with content curation – was seen as a positive. The whole movement is based on community-led content creation, so replacing humans was considered taboo.
- **Proposed ideas/reasons:**
 - Parsing articles to generate summaries that are then verified by humans
 - Translation of content from English Wikipedia into all other languages *
 - Stub articles
 - Use bots for meta work only (typos, syntax corrections), not content creation
 - Automation exposes projects to higher vandalism

*Note: A content translation tool is currently in beta

Knowledge: Approaches written in as response

people

writing in this *Note: Instead of responding to the question, 24 people responded with a strategic approach number(s) under the critical question, for a total of 35 strategic approaches listed.*

KNOWLEDGE

choice

Approach 1	9	Provide easy-to-use tools and incentives to contribute multimedia content and short-form text to benefit mobile and quick lookup users.
Approach 2	10	Expand content faster through enabling community-led content partnership programs such as GLAM (Galleries, Libraries, Archives, and Museums).
Approach 3	7	Increase content quality and timeliness by technologically enhancing our editors' ability to create, monitor, and process content.
Approach 4	3	Measure and reduce systemic gender and other bias in our overall content by project.
Approach 5	3	Increase coverage in key languages through translation tools and human process.
Approach 6	3	Explore ways to scale machine-generated, machine-verified and machine-assisted content.

Appendix



Methodology

Objectives

Objectives of the Jan. 18th-Feb. 15th consultation:

- **Part 1:**
 - Initiate conversation around the 18 pre-defined strategic approaches and collect any new approaches from community.
 - Inform the Foundation's executive team of community preferences as they prioritize the strategic approaches to create the Wikimedia Foundation's 2016-2017 strategy.
- **Part 2:**
 - Gain community qualitative insight regarding key challenge questions (“critical questions”) included for each area in the consultation for long-term planning. Results for Part 2 will be released as soon as possible after the strategy consultation is completed and final documents for the immediate strategy are released.

Timeline

- Jan 3 Synthesize approaches from staff and limited community discussions
- Jan 11 Post community consultation for translation
- Jan 18 Launch community consultation
- Feb 15 Close community consultation
- Feb 26 Release synthesis and priorities
- Mar 4 Release 1st draft of strategy for comment
- April 1 Submit annual plan aligned to strategy

Design of consultation

- Identify and define strategic approaches through the following: staff discussions and limited community conversations (Dec. 17, 2015 to Jan. 11, 2016), the 2015 strategy consultation, and prior research and discovery.
- Open the consultation content for translation by Jan. 12, 2016.
- Facilitate a 29-day global consultation across projects and languages on Meta: Jan. 18 to Feb. 15, 2016.

Design of consultation (cont)

- Use a combination of (a) open-ended prompts to elicit broad, qualitative feedback and (b) survey question of preferred approaches
 - Three main areas (Reach, Communities, Knowledge) were explored. Each section had a critical question and then six strategic approaches, with an option to suggest an alternative strategic approach.
 - Participants were asked to respond to the critical question and then choose 2-3 of the strategic approaches that they felt were most important for the Foundation to prioritize
 - The entire consultation was set up on Meta to keep both the comment and survey responses in one place. A separate survey tool was not used because of the complexity of translating it effectively for all community members, especially within time constraints.

Design of consultation (cont)

- Track, manage, and interact as needed with responses on a daily basis during the consultation period
 - Maintain pages and remove vandalism
 - Understand level of support for approaches and view alternatives
 - Engage C-level executives to review and respond to comments
- Use templates to make it easier for people of different languages to have the responses on one page and keep track of the questions
- Interface elements within the consultation pages (such as introductory paragraphs, instructions embedded within the input boxes) marked for translation by volunteers who translated to multiple languages

Design of consultation (cont)

- Utilize machine-translation for non-English responses and encourage others to correct the machine-translation of comments
- Run banner ads (Jan. 25-Feb. 11) to ensure exposure and encourage participation

Analysis - Part 1

- To understand the level of support given during the selection process of the top 2-3 approaches in each focus area, three different views were used to categorize them as “high,” medium,” and “low” support relative to the other approaches:
 1. Percentage of instances an approach was selected as a top 2-3 choice compared to the total number of participants within that focus area
 2. Number of times an approach was selected as a top 2-3 choice, regardless of the focus area
 3. Alternative approaches (written in suggestions) that mapped to a specific strategic approach (generally in a different focus area or as a variation of the approach)

Analysis - Part 1 (cont)

- The following rules were used in the analysis of the level of support each strategic approach received:
 - If a participant wrote in the approach number under the “critical question” area, it was counted as a top 2-3 approach
 - Many people used the “critical question” area to explain their thoughts on their choice of strategic approaches. These thoughts were included in the analysis of approaches. If suggestions for additional approaches were also written in this area, they were included as an “alternative approach.”
 - If a participant did not write in the approach number but instead paraphrased the approach, it was counted as the specific approach number

Analysis - Part 1 (cont)

- Because rank-ordering was not part of the methodology, no additional weight was given to the choices appearing first in sequential order
- While not requested, some participants explicitly said “no” to approaches. These are reflected as concerns under that approach in the detailed findings.
- Limited, special cases:
 - If a participant chose all six approaches, none of their choices were included in the counts since no preference was given
 - If a participant chose four or five approaches, only the first three listed were included
 - If a participant selected three approaches and wrote one in a suggested approach, all three approaches were included, as well as the alternative approach
 - If a participant wrote about all six approaches in a supportive manner but called out one specifically, that one approach was included

Analysis - Part 2

- Considerations

- Three critical questions were posed to elicit suggestions for solving more complex problems of the movement. The questions were formatted to have respondents consider polarities around the same point.
- Not all respondents participated in this open-ended section. Care was taken to separate the information between Report 1 and Report 2. This means that comments on strategic approaches that were placed under the critical questions were included in Report 1, to help drive the short-term Foundation strategy.

- Process

- Each of the three questions was individually examined
- All responses were clustered into similar themes
- Each theme includes more detailed nuances to better understand the reasoning

Analysis - Part 2 (cont)

- The following rules were used in the analysis:
 - While there were two separate questions, some respondents answered the open-ended question with a strategic approach number. In these incidences, the following was done:
 - If it was clear that the listing of a strategic approach number is actually the response to the critical question (different numbers under strategic approaches question), then that was counted within the themes
 - If only one set of numbers was listed as a response to both questions, then those were tallied under Strategic Approaches, Report 1
 - If a respondent added comments about the “critical question” under the strategic approach question, that information was considered an “additional idea” to the strategic approaches and was reflected in Report 1.

Supporting sources

- Support and safety and community liaison teams
- Team practices team
- Community members and volunteer translators
- WMF C-level executive team
- Strategy process facilitator / coordinator

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