# 2016 Strategic Approaches Report
## Part 1 of the findings from the
## 2016 community consultation Jan. 18 - Feb. 15, 2016

Report released February 26, 2016

# Purpose of this report

**Part 1: Findings around the strategic approaches:**

- The purpose of this report 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 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: 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)

# Summary

# Summary 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.

# 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, <u>regardless</u> 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.*

# Background

# Background

**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 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.

# Background

**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

# Background

**Design:**

- 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.

# Background

**Design (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 choose 2-3 of the 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.

# Background

**Design (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

# Background

**Design (cont):**

- Utilize machine-translation for non-English responses and encourage others to correct the machine-translation of comments

- Run banner notices (Jan. 25-Feb. 11) to ensure exposure and encourage participation

# Background

**Analysis:**

- 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)

# Background

**Analysis (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

# Background

**Analysis (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

# Background

**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

# Consultation prompts

# Consultation prompts: Reach

**Focus area: Reach**

**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?*

**Strategic approaches for the whole focus area (not just the critical question); 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**

**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?*

**Strategic approaches for the whole focus area (not just the critical question); 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**

**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?*

**Strategic approaches for the whole focus area (not just the critical question); 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!

# Analysis of participants

# Analysis of participants
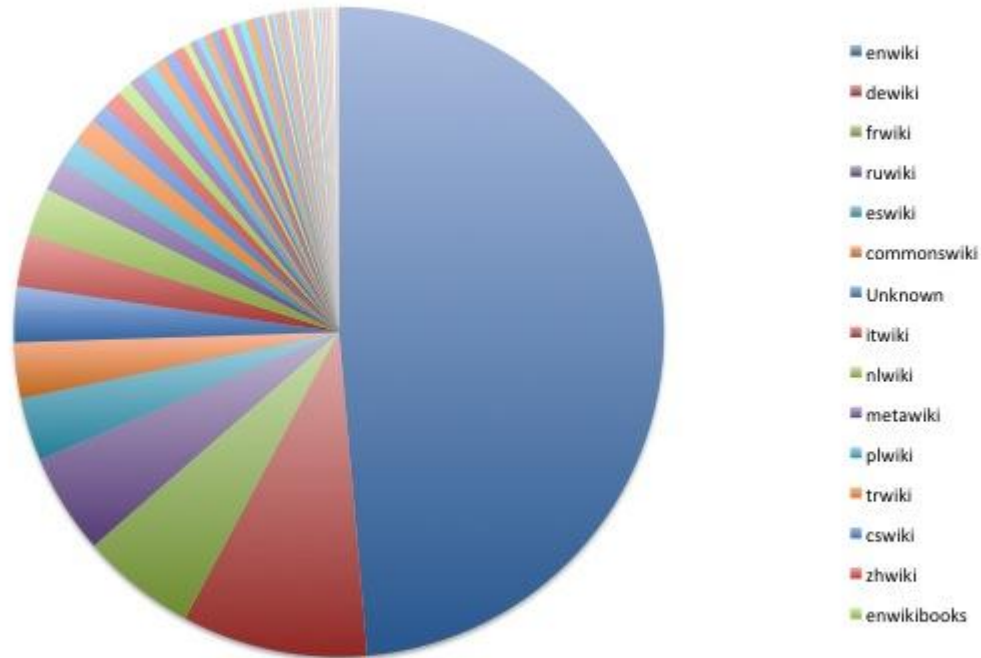
**Number of active participants***

- 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.

# Analysis of participants

**Home wiki representation overview: 540 participants**



Legend:
- enwiki
- dewiki
- frwiki
- ruwiki
- eswiki
- commonswiki
- Unknown
- itwiki
- nlwiki
- metawiki
- plwiki
- trwiki
- cswiki
- zhwiki
- enwikibooks

# Analysis of participants

**Home wiki representation in detail: 540 participants**

| Homewiki | Total |
|---|---|
| enwiki | 263 |
| dewiki | 49 |
| frwiki | 31 |
| ruwiki | 27 |
| eswiki | 17 |
| commonswiki | 15 |
| Unknown | 15 |
| itwiki | 14 |
| nlwiki | 13 |
| metawiki | 8 |
| plwiki | 7 |
| trwiki | 7 |
| cswiki | 5 |
| zhwiki | 5 |
| enwikibooks | 4 |
| enwiktionary | 4 |
| ptwiki | 4 |
| cawiki | 3 |

| Homewiki | Total |
|---|---|
| dewikibooks | 3 |
| ukwiki | 3 |
| 0 | 2 |
| enwikisource | 2 |
| huwiki | 2 |
| kowiki | 2 |
| mediawikiwiki | 2 |
| nlwikimedia | 2 |
| outreachwiki | 2 |
| rowiki | 2 |
| simplewiki | 2 |
| svwiki | 2 |
| wikidatawiki | 2 |
| arwiki | 1 |
| barwiki | 1 |
| cawikisource | 1 |
| elwiki | 1 |
| enwikiquote | 1 |

| Homewiki | Total |
|---|---|
| enwikiversity | 1 |
| eowiki | 1 |
| eswikibooks | 1 |
| frwikisource | 1 |
| frwiktionary | 1 |
| gdwiki | 1 |
| hiwiki | 1 |
| iawiki | 1 |
| idwiki | 1 |
| itwikisource | 1 |
| jawiki | 1 |
| nlwikinews | 1 |
| nowiki | 1 |
| plwikibooks | 1 |
| tewiki | 1 |
| viwiki | 1 |

# Analysis of participants

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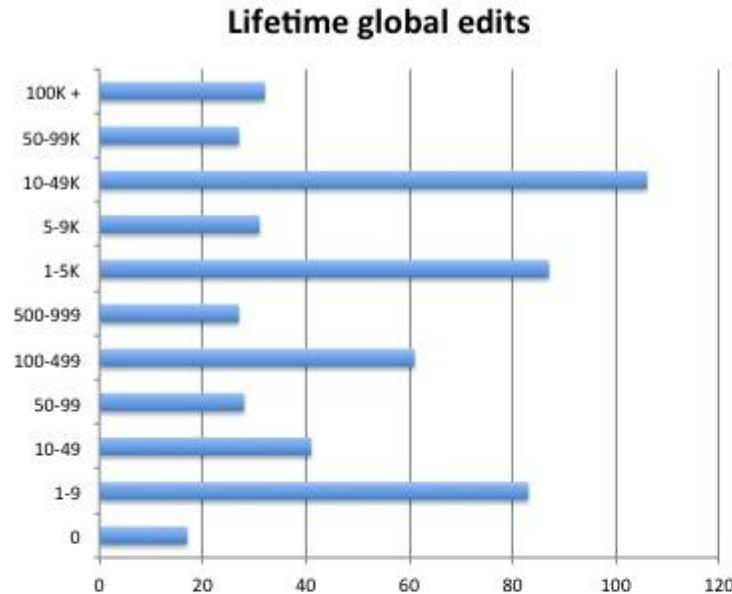
| Lifetime global edits | Total |
|---|---|
| 100K + | 32 |
| 50-99K | 27 |
| 10-49K | 106 |
| 5-9K | 31 |
| 1-5K | 87 |
| 500-999 | 27 |
| 100-499 | 61 |
| 50-99 | 28 |
| 10-49 | 41 |
| 1-9 | 83 |
| 0 | 17 |
| **Grand Total** | **540** |

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# 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 | % | Notes: 307 people commented in this focus area. % refers to the percentage of people from this focus area who selected this approach. |
|---|---|---|---|
| **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
    - <u>For beginners</u>: 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.*<br>*% 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 disportionate 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 disportionate 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

**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

**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

**Reference to or variations of a strategic approach (cont)**

- <u>Communities 1 (reducing harassment)</u>:
  - Some alternative approaches suggested ways to improve the community health and reduce harassment and vandalism

- <u>Knowledge 2 (community-led partnership programs, GLAM)</u>:
  - A few alternative approaches referenced ways to increase GLAM projects

# Alternative Approaches

**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

**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.

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