(This is the page that the board is being asked to approve.)

	Objective	Label	Unit of Measure	Base line	July 2015 Target	RATIONALE	NOTES	ADDITIONAL NOTES
1	Increase total number of people served	People served	people, in millions	423,75	**1000**	*Our vision is to enable every single human being to freely share in the sum of all knowledge. The number of people reached by the material we provide is a critical measure of impact.*	*Target is stretch. Will be calculated as follows: [Global Unique Visitors according to comScore] + [10% of GUVs to adjust for comScore's non-reporting of internet cafe users and under-15-year-olds] + [mobile Uvs estimate] + [offline users]. Baseline is 375 + 37.5 + 11.25 + [negligible] = 423.75 Re-use will also be incorporated.*	*The Wikimedia Foundation has a number of activities planned to directly and indirectly drive reach, including improving our mobile presence; recruiting new editors who will improve the material in the projects, thereby driving reach; and investing in partnerships to create offline products. We also expect that other movement players will join us in expanding awareness of the projects around the world, thereby driving reach.*
2	Increase the amount of information we offer	Number of articles	number of Wikipedia articles, in millions	16,08	**50**	*"Number of Wikipedia articles" speaks to the overall breadth of educational materials we're providing. Growth in articles is particularly important for language diversity in the Global South, and topic diversity in all languages.*	*Target is stretch. Natural growth suggests number of articles would be about 30 million by 2015. We're aware of the challenges around bot-created articles, articles of low quality, etc., and the limited focus on Wikipedia, so this metric shouldn't be seen in isolation, but is an important indicator.*	*The Wikimedia Foundation does not have plans to directly pay for the development of articles. Increase in the number of articles is chiefly the result of successful activities driving volunteer participation.*
3	Ensure information is high-quality	Quality of information	% increase in material reviewed to be of high or very high quality	TC	**25**	*As we continue to expand the information provided through our projects, we have to not only maintain existing quality, but increase the standards of quality, to increase the value and social impact of our work.*	*We don't have baselines on quality with the exception of some third party-reviews and community self-assessments. Our plan is to develop and improve mechanisms of assessment, including reader and expert assessment. The percentage quality increase should be reflected in all these measures.*	*The Wikimedia Foundation and the Wikimedia movement drive quality through outreach to participants likely to contribute high quality information. This includes partnerships with universities, libraries, galleries, archives, museums, as well as outreach to individuals likely to contribute high-quality information independent of an institutional context.*
4	Encourage readers to become contributors	Active editors	number of total editors per month who make >= 5 edits	100000	**x2**	*The mission of the Wikimedia Foundation is to empower and engage people to create educational materials. Our success in persuading readers to become active contributors is a key measure of our success.*	*Target is very very stretch. Currently, there are 100K active editors out of 423.75 million readers, and the number of editors is flat, not growing with the number of internet users.*	*There are many projects underway to drive participation (e.g., the continued work to improve Wikipedia's editing interface, the media upload wizard project, the bookshelf project, the public policy initiative, the 10th anniversary celebrations, the hiring of staff in India and other Global South locations, etc.). This is also a priority for many chapters and wiki projects.*
5	Support healthy diversity in the editing community	Editor diversity	% female, % Global South	TC	**x2**	*Our success in reaching our mission is entirely dependent on the editing community. A healthy diversity in the editing community will enable appropriate breadth, depth and quality of the material we offer to readers.*	*Target is stretch. Currently 18.5% of editors are Global South and 12.6% of editors are female. Doubling would bring us to 37% GS and 25% women.*	*Encouraging healthy diversity in the editing community is a key strategic priority for the Wikimedia Foundation. We are launching activities designed to increase editing in the Global South, and also many general recruitment initiatives (see above) that should have a rebalancing effect on editor gender.*

Guiding Principles for Five-Year Targets (strategy plan targets)

The five-year targets are intended to be BHAG: audacious goals that everyone can get excited about and rally behind.

The intended audience for the five-year targets is everyone, both inside and outside the Wikimedia movement. Their purpose is to inspire: to persuade people who are not yet part of our movement to join it, and to motivate and focus the work of staff, board members, editors and other members of the Wikimedia community.

The five-year targets may or may not be achievable. They do not represent a contract between the staff, board and community. Their purpose is to live midway between annual targets (which should be stretch but realistic) and the vision itself.

The five-year targets will require effort from both the staff and the Wikimedia community. We will all need to commit ourselves to working towards these goals.

The five-year targets should not need to be revised over the intervening years. Methodology underpinning the measures (i.e., the measurement of mobile) will change, but the targets themselves should not. If the targets need to change, board approval will be sought.

Guiding Principles for Annual Targets (annual plan targets)

The annual targets are intended to create a sense of shared understanding and alignment about what we're trying to do, publicly and with everyone.

The primary audience for the annual targets is internal: the Wikimedia Foundation board, the staff, and the Wikimedia community. The Wikimedia Foundation Board of Trustees wants reassurance that the efforts of the staff are pointed in the right direction, and that appropriate progress is being made. The staff of the Wikimedia Foundation needs to understand what's expected from it, and whether it's meeting expectations. The Wikimedia community needs a sense of shared purpose and alignment, and to understand what the staff is focused on.

The annual targets are designed to be ambitious, but possible to achieve. If we exceed them, we'd be thrilled.

The annual targets will require effort from both the staff and the Wikimedia community. We will all need to commit ourselves to working towards these goals.

The annual targets will be set annually, and will probably not need to be revised mid-year. Methodology underpinning the measures (i.e, the measurement of mobile) will change, but the targets themselves should not. If the targets need to change, board approval will be sought.

How Measures and Targets Were Developed

1) A bedrock of internal and external data was provided by Erik Zachte and the Bridgespan Group, and the Bridgespan Group carried out extensive analysis.

2) Wikimedia community members engaged with the data and analysis on the strategy wiki, then developed draft "movement priorities" over a period of five months.

3) The Wikimedia Foundation executive team developed draft goals and targets, based on the "movement priorities" and other strategy project materials, as well as Wikimedia Foundation departmental goals and priorities.

4) The Wikimedia Foundation Board of Trustees and staff were surveyed for their views, as well as some members of the Wikimedia community (via foundation-l, internal-l, and the Advisory Board mailing list).

5) The draft goals and targets were revised and refined based on the survey results.

6) Detailed input was sought from Matt and Stu, the board members with the most strategy development experience.

7) Many small refinements were made, and the five-year targets were separated out from the annual targets to create the version reflected here.

How Measures and Targets Will Be Tracked and Performance Assessed

About half these measures are already tracked by the Wikimedia Foundation: results are published in the monthly report card and discussed at the monthly meeting. The missing measures will be rolled into the report card and meeting as the measures become available. So, most measures will be tracked monthly.

Annual targets will be set each June as part of the annual plan development process. Performance against annual targets will be provided to the board and discussed at the ED performance assessment.

Five-year targets will be set now as part of the strategy plan development process. Performance against the five-year targets will betracked but not formally assessed, since annual targets will be set each year, and performance assessed against those.