Imagine a world in which every single person on the planet is given free access to the sum of all human knowledge.

COVER) MILKY WAY AND ANDROMEDA GALAXY. CC-BY-SA. BY ANDREW ELLISTON. USER: /

It started with a dream

Ten years after Wikipedia's launch, the original vision captured in our mission statement continues to inspire those of us working at the Wikimedia Foundation.

Our great accomplishment of 2010 was the finalization of a strategic plan for the Wikimedia movement. It was an extraordinary effort—over a thousand volunteers worked collaboratively to develop the priorities that will help chart our course through 2015.

The plan focuses on five areas: stabilize our organizational and technical infrastructure, increase participation in our projects, improve the quality of the information in our projects, increase the global reach of our projects, and encourage innovation to better enable collaborative information sharing in the future.

BY LANE HARTWEL

Meanwhile, by practically every measure,

Wikimedia's projects are flourishing. Readership continues to increase—we are now serving more than 400 million people every month. The total number of articles, and the quality of those articles, continues to increase. In addition, more people are donating to Wikimedia than ever before. Our material continues to find new venues—it's now visible in maps and social networks; it's available on mobile phones, tablets and e-readers; and it's copied by countless other sites for many different purposes.

That's all good news.



But our challenges are also clear. Not enough new editors are joining our ranks, which puts a heavy workload on veteran editors. Our core community is men in their mid-twenties, mainly in Europe and North America, so now we are aggressively recruiting others to join our work, particularly women and people in the Global South. In the upcoming year, our particular emphasis will be on India, Brazil, the Middle East and North Africa.

We also need to adapt our technology to better serve the

millions of people who access our projects on all types of devices and platforms, including smartphones, low-end feature phones, tablets, as well as in offline settings.

We could never hope to meet these and other challenges without your support. In 2010, people like you made more than 177 million edits, and donated more than \$9 million dollars.

Thank you for all of the work and generosity.

We also thank those who served the movement for the past year as Trustees. Michael Snow served as Chair of the Board of Trustees from early 2008 until the summer of 2010. Michael, a long-time Wikipedian, continues to be a source of inspiration and wisdom for our community. We thank him for his leadership and support.

We welcomed new faces to our Board of Trustees. Matt Halprin, Arne Klempert, Bishakha Datta, Samuel Klein, and Phoebe Ayers joined in the past year. And we welcomed Craig Newmark, Jing Wang, Mimi Ito, and Nhlanhla Mabaso to our Advisory Board. Our thanks to you all.

Ting Chen Chair of Wikimedia Board

Sue Gardner Executive Director









How do we get there?

Five strategic priorities

During the past two years, the Foundation developed its first-ever strategic plan. More than 1,000 volunteers from all over the world collaborated in a transparent process that resulted in priorities to guide us through 2015.



Improve quality

Wikipedia has succeeded largely because of the breadth and depth of its content. But many gaps remain, and the quality of entries is inconsistent. Our first priority is to ensure that we give readers better information about article quality, by developing better assessment and labeling tools. We will also help increase the movement's capacity to develop new and lasting partnerships with cultural and educational institutions.



Stabilize infrastructure

We operate the fifth most popular web property world-wide, and we need to ensure our operating infrastructure matches our global impact. We will continue to expand our community of hundreds of thousands of donors, work to safeguard our business operations globally, and build a permanent data center to reduce downtime and mitigate risks of catastrophic failure.



Increase reach

Today, Wikimedia's sites reach roughly a third of all Internet users around the world. The majority of humanity is now coming online using mobile phones. We need to improve our platform to serve audiences on all devices well. We will also optimize site performance globally, and explore solutions to disseminate content to people with no or intermittent connectivity.



Increase participation

Wikipedia's "boom years" of participation are behind us. Now we face the challenge presented by a slowly decreasing number of editors. To gain new editors, we must adapt our editing technology to the changing web, improve the social experience for new users, and grow participation in the Global South by catalyzing on-the-ground work by the community.





Encourage innovation

The wiki was invented in 1995. At that time, using it collaboratively to create an encyclopedia was a social innovation. Through our history, our community has been the source of most of our technical and social innovation, and this is where the next "big idea" will come from. We will create an environment that offers volunteers social space and technical resources to innovate, experiment and learn.

Together

Partnering with institutions

Over the past year, the British Museum® and the Wikipedia community have been working cooperatively to develop high-quality articles about many fascinating artifacts in the museum's collections. One example is the Hoxne Hoard.

The story goes that one day outside the English village of Hoxne, in Suffolk, a farmer named Peter Whatling lost a hammer in his field, so he asked Eric Lawes, an amateur metal detectorist, to help him look for it. Lawes brought over his metal detector and proceeded to find not only the hammer but a large number

of ancient silver spoons, gold jewelry, and gold and silver coins.

The following day, a team of archeologists arrived at the field, and dated the cache to the late Roman Empire period, in the fourth and fifth century A.D. They surmised that the items had originally been buried in a oak box or chest, perhaps by a wealthy family during the chaos of the empire's collapse.

Many of the 14,865 coins and some 200 items of silver tableware and gold jewelry are now on display at the British



Wikipedians noted the Hoard included this 22-carat gold bracelet featuring the Latin inscription "UTERE FELIX DOMINA IVLIANE," meaning "Use [this] happily, Lady Juliane."

Museum, where they have come to be known as the Hoxne Hoard.

Some of the most experienced and talented Wikipedians, plus experts from the British Museum,

collaborated to produce an incredibly detailed Hoxne Hoard entry, which includes over 120 citations, and dozens of high quality maps, diagrams, and photographs.

The ongoing collaboration between the museum, which has for over 250 years provided free entry to all, and the world's largest encyclopedia, which is also free to all, illustrates how fascinating but obscure information of this sort can be given new life and brought to a global audience.







Wikipedians collaborated with experts at the British Museum to produce a richly detailed article about the Hoxne Hoard. This is an outstanding example of how we work with cultural institutions around the world to improve the quality of the articles in Wikipedia.

Inside the Hoxne Hoard article

Photography: Not just any image will do.
Wikipedians appreciate the need for well-lit, high-resolution, photography that's up to the standards of how the British Museum displays the works.



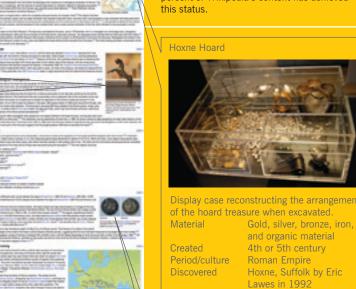
Despite being a broken-off handle from an unknown object, the silver "Hoxne Tigress" has become the best-known single piece out of over 15,000 objects in the hoard.

Maps: User-created maps bring important geographic context to the breadth of the Hoard's story.

References: Over 30 references from media outlets, government and academic publications, and British Museum publications.

Inscriptions: If details are of interest to the British Museum, they are also important to Wikipedians. Reference numbers, translations, and notes about inscriptions on silver tableware are included.

The Hoxne Hoard article has been designated a 'featured article,' which means it is of the highest quality. Currently, only one tenth of one percent of Wikipedia's content has achieved this status.





Present location Room 49, British Museum,

London

Front and back views of a light miliarense coin from the Hoxne Hoard. The reverse side shows the SISCP mint mark (Siscia).



A 13 cm (5.1 in) long "ladle" from the hoard, with decoration including a Chi-Rho and sea-creatures.

0-

English Wikipedia's Featured Article: Nov 16, 2010
Total number of edits: 1,257 (at time of printing)
Peak number of edits: 860 in June, 2010
Top article editor User: Fæ (164 edits)
Number of edits by anonymous users: 32
Article creation April 15, 2006 by User: Tascio
Article also available in: Farsi, French, and Italian



Case studies

A year of stories and innovations

Usability initiative: editing made easier

Among our top priorities this past year was making Wikipedia easier for newcomers to edit. Thanks to grants from the Stanton and Ford







Observational research was conducted with users as they made their first-ever edits to Wikipedia.

By visualizing their research findings as a large affinity map, the usability team was able to bring specific issues into focus. Foundations, we launched our usability initiative, a largescale collaborative effort based on studies with everyday readers who had no prior editing experience.

By listening to them, we have been able to implement a number of changes that improve Wikipedia's look and feel, including improvements to the navigation and search functionality, and a significantly simplified editing screen with built-in help and assistants for common tasks. We used the opportunity of a design refresh to implement an upgrade to the ubiquitous Wikipedia puzzle globe, which is now rendered as a fully three dimensional icon.

Late in 2010, with the support of the Ford Foundation, we launched a new upload wizard in beta to facilitate the contribution of multimedia entries to Wikimedia Commons, which now contains almost ten million images, videos, and audio works that enhance all of our free knowledge projects (data from March 2011).



One camera: documenting Czech culture

A small grant of \$1,500 from the Foundation to the regional Wikimedia Czech Republic chapter last year triggered an amazing effort by people





using a single DSLR camera to take thousands of photos of municipalities, castles, nature reserves, rivers, and other landmarks. With additional help from the Foundation to support travel, Czech volunteers have undertaken a remarkable collaborative effort to document the country's social, political, and cultural history. This is one of many small grants we awarded to support program work globally.





These four images are among the thousands taken by volunteers that portray daily life in the Czech Republic.

Tropenmuseum: reclaiming history

The Tropenmuseum in Amsterdam has numerous exhibits, objects and images from the former Dutch colonies of Indonesia and Surinam.

As part of an unprecedented collaboration with the Dutch Wikimedia chapter, the museum is donating a portion of this historical material to Wikimedia Commons.

Wikimedians are organizing and cataloging the images, and also improving their quality. Longtime Wikimedian Durova has been undertaking the meticulous job of retouching photos, removing scratches, and restoring the images to the highest quality possible.

The Indonesian Wikimedia chapter plans to translate the annotations on cultural artifacts and images into local languages. This will allow the Indonesian public to participate in reclaiming a part of its past that until now has only been accessible half a world away in Amsterdam.





Over 2,100 rare images from the Tropenmuseum's collection have already been added to Wikimedia's projects.

PHOTO BY LUDWIG BORUTTA, RETOUCHED BY USER. DUROVA; INSET BY UNKNOWN PHOTOGRAPHER

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<u>In progress</u>

Actions we are taking for the future

New data center in Virginia

From a single data center in Tampa, Florida, USA, a few racks of servers offer up all of the Foundation's content to an audience that has grown to more than 45 million people a day. If this data center should be affected by a major disaster,

Wikipedia and our other projects could go dark for many weeks. Given the importance of these projects to people all over the world, this is an unacceptable risk for us to continue to take.

In 2010-11, therefore, we are building up additional hosting infrastructure in a new primary data center, based in the state of Virginia. This facility will provide top-tier connectivity, and enhanced stability should disaster strike in the future. For now, we are maintaining our Tampa facility as a backup data center.

The additional capacity in Virginia will also provide the foundation for a scalable platform as we strive to meet new traffic and storage demands. With our global audience projected to more than double in the coming five years, this infrastructural upgrade is a critical element of our strategy going forward.



Focus on India

To reach one billion people by 2015, we will need to increase both participation in, and readership of, Wikimedia's projects in the Global South. Not surprisingly, many countries in this part of



the world also have the fastest growing population of Internet users. But Wikipedia exhibits significant knowledge gaps about the culture, history, and geography of these regions. Over the coming year, we are concentrating on establishing the first significant Wikimedia Foundation presence outside the United States in India, where there is tremendous enthusiasm to help us set an example that can be copied elsewhere. Our goal is to catalyze community and outreach programs and to support the burgeoning Wikimedia India chapter, to plant the seeds for years of sustainable growth.

Wikipedia on campus

The Public Policy Initiative will be the largest effort ever undertaken to engage students in the creation of free knowledge. Thanks to a \$1.2M grant by the Stanton Foundation, the Wikimedia Foundation is developing working relationships with

professors of public policy at universities across the US. They will assign students the task of improving articles on the English language Wikipedia as part of their course work.

Every year, millions of students write term papers and complete assignments which have no impact beyond their own education. As a living, breathing community, Wikipedia offers an alternative: Students can gain a worldwide audience for their work, and also benefit from real-time feedback from others engaged in their field.

The Wikimedia Foundation is providing professors with lesson plans and is also recruiting Wikipedia Ambassadors, who serve as mentors for the first-time Wikipedians. The first eight universities taking part in the fall of 2010 were Harvard, Indiana University, University of California, Berkeley, George Washington University, James Madison University, Georgetown, Syracuse, and Lehigh. The program will expand to include many more universities in 2011 and beyond.



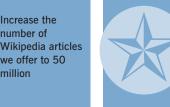


Our targets for 2015

Wikimedia's strategic planning process identified five key targets to measure our success and progress through 2015.



Increase the total number of people served to one billion





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



Support healthy diversity in the editing community by doubling the percentage of female editors to 25%

Increase the percentage of Global South editors to 37%

to 200,000

16 17

JAIPUR EVENT BY USER:

MAGES CC-BY-SA;

AMPUS AMBASSADORS BY USER: PONGR; STUDENTS BY INDIANA UNIVERSITY

People & places

Representation, governance and leadership

Board of Trustees

Phoebe Ayers

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Michael Snow, Chair (through July 2010)
Jimmy Wales, Founder
Stu West, Vice-chair and Treasurer
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(through July 2010)
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Kat Walsh, Executive Secretary
(through July 2010)
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Trevor Neilson
Craig Newmark
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Achal Prabhala
Clay Shirky
Michael Snow
Jing Wang
Ethan Zuckerman

Executive Director

Sue Gardner



Wikimedia chapters

During 2009–10, Wikimedia's network of volunteer-driven international chapters grew from 26 to 30. Wikimedia's chapters, which are independent from the Wikimedia Foundation, are made up of local members and directors, and they focus on region-specific work. Typically, that work includes building awareness of Wikimedia projects, handling media inquiries, staging public outreach events, and forming partnerships with local educational and cultural organizations.

Chapters approved in 2009–10

UA Вікімедіа Україна (Wikimedia Ukraine)

PH Wikimedia
Philippines
EE Wikimedia Eesti

(Estonia) IN Wikimedia India

Chapters as of March 2011

AR Wikimedia Argentina

AT Wikimedia Österreich (Austria)

AU Wikimedia Australia

CH Wikimedia CH (Switzerland)

CZ Wikimedia Česká republika (Czech Republic)

DE Wikimedia Deutschland (Germany)

DK Wikimedia Danmark (Denmark)

EE Wikimedia Eesti (Estonia)

ES Wikimedia España (Spain)

FI Wikimedia Suomi (Wikimedia Finland)

FR Wikimédia France

GB Wikimedia United Kingdom

HK 香港維基媒體協會 (Wikimedia Hong Kong)

HU Wikimédia Magyarország (Wikimedia Hungary)

ID Wikimedia Indonesia

ווקימדיה-ישראל ,ويكيمدي السرأييل (Wikimedia Israel)

IN Wikimedia India

IT Wikimedia Italia (Italy)

МК Викимедија Македонија (Macedonia)

NL Wikimedia Nederland (Netherlands)

NO Wikimedia Norge (Norway)

PH Wikimedia Philippines

PL Wikimedia Polska (Poland)

PT Wikimedia Portugal

RU Викимедиа РУ (Wikimedia Russia)

RS Wikimedia Србије (Serbia)

SE Wikimedia Sverige (Sweden)

TW 中華民國維基媒體協會 (Wikimedia Taiwan)

UA Вікімедіа Україна (Wikimedia Ukraine)

US NYC Wikimedia New York City

ALL IMAGES CC-BY-SA; RICHARD STALLMAN AT WIKIMANIA 2009 BY USER: MAT-











Wikimania 2009, Buenos Aires

Our fifth annual Wikimania gathering was a bilingual conference held in both English and Spanish, with a simultaneous translation service for the main track.

Over 550 Wikimedia volunteers and supporters from around the world gathered at the Centro Cultural General San Martín in Buenos Aires to celebrate the free knowledge movement, with a special emphasis on how to improve the representation and involvement of the global community of Spanish speakers in our projects.

These annual gatherings are part of the Foundation's effort to strengthen the community and broaden the base of participation all over the planet. With the 2010 venue in Gdansk, Poland, and the 2011 gathering in Haifa, Israel, our tradition of visiting new countries and regions is continuing.



Financials

The year in numbers

The Wikimedia Foundation continues to enjoy a stable base of revenue, stemming largely from its annual community giving campaign. In 2009–10, we dramatically increased the number of small donors, which now exceeds 250,000 individuals all over the world. This makes the Foundation one of the fastest-growing non-profits in the world, based on revenue growth. The Foundation's strategic plan envisions continued growth over the next five years.

Who supports us

	2008–09	2009-10
Individual donors		
Donations under \$10,000	152,000	261,339
Donations \$10,000 and above	21	32
Foundations		
Unrestricted grants	3	5
Restricted grants	4	1
Donors-In-kind donations	7	8
TOTAL	152,035	261,385

The total number of funding sources increased 172%

2009-10 Financial Performance

The Wikimedia Foundation's 2009–10 fiscal year took place from July 1, 2009 to June 30, 2010. Throughout this report all financial data is reported in U.S. dollars unless otherwise noted.

Activities and Balance Sheet for 2009–10: Audited Information

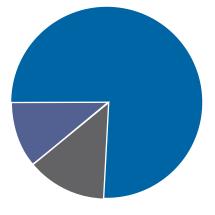
STATEMENT OF ACTIVITIE	S		BALANCE SHEET		
(in thousands of dollars)			(in thousands of dollars)		
Support and revenue			Assets		
Contributions	\$	14,490	Cash and cash equivalents	\$ 7,177	
Restricted contributions		632	Contributions receivable	500	
In-kind service revenue		503	Accounts receivable	353	
Other income, net		953	Investments	5,540	
Total revenue	\$	16,578	Prepaid expenses and other		
			current assets	661	
Expenses			Total current assets	14,231	
Salaries and wages	\$	3,508	Property, plant, and equipment	1,194	
Awards and grants		209	Total assets	\$ 15,425	
Internet hosting		1,057			
In-kind service expenses		503	Liabilities		
Operating expenses		3,846	Accounts payable and		
Travel		477	accrued expenses	\$ 743	
Depreciation and amortization		524	Deferred revenue	139	
Other expenses, including special			Total liabilities	\$ 882	
events		143			
Total expenses	\$	10,267	Net Assets		
Increase in net assets	\$	6,311	Unrestricted net assets	\$ 13,877	
		-	Temporarily restricted net assets	666	
			Total net assets	\$ 14,543	
			Total liabilities and net assets	\$ 15,425	

Where the money goes

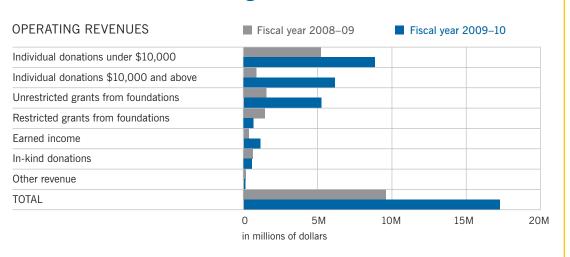
The Wikimedia Foundation spends more than three-quarters of its budget directly on programs and projects, including Wikipedia.

FUNCTIONAL ALLOCATION OF EXPENSES 2009–10

Programs and projects	\$ 7,850,000	77 %
General and administration	1,065,000	10 %
Fundraising	1,352,000	13 %
TOTAL	\$ 10,267,000	100%



How revenues are trending



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Contributors

Donors and volunteers

The Wikimedia Foundation benefits from its unique global community of volunteer editors and financial contributors. We thrive due to the vital support we receive from this community, which in 2009-10 made over 138,000,000 edits and over 230,000 financial contributions. Going forward, we intend to continue to serve this worldwide community with every resource at our command.



Wikimedia Chapters

Wikimedia CH (Wikimedia Switzerland) Wikimedia IT (Wikimedia Italia) Wikimedia Conference Japan 2009

Foundations

Alfred P. Sloan Foundation Omidyar Network Google Inc. Charitable Giving Fund of Tides Foundation Stanton Foundation The William and Flora Hewlett Foundation

In-Kind Donations

The Amsterdam Internet Exchange (AMS-IX) comScore EvoSwitch Exbrook Design Kennisnet LeaseWeb Teliasonera Wilson Sonsini Goodrich and Rosati

Major Benefactors (\$50,000+)

Alan Bauer Microsoft Bing The David and Jamie Cummings Family Anonymous (3)

Patrons (\$15,000 - \$49,000)

Aidan Products, LLC James and Angela Thompson Foundation Maurice Lacroix Ryan & Lisa McCorvie The Harnisch Family Foundation Christopher Ruddy Two Sigma Investments LLC Ron Unz Anonymous (5)

Leading donors (\$5,000 to \$14,999)

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Elon Musk

Savings.com

Tyko Strassen

SigmaZone.com

Anonymous (20)

Pata Industrial Co. Ltd.



"I contribute to Wikipedia as often as I can, editing articles in English and Swahili. It still amazes me that, here in Kenya, I can be part of a global community that comes together to gather all of human knowledge in one place."

—Abbas from Kenya, user: AbbasJnr



"Whatever your personal connection, you are part of a magical community. More than 400 million people use Wikipedia and its sister sites every month—almost a third of the Internet-connected world."

— from Spain, user: Lilaroja

Sustaining donors

(\$1.000 to \$4.999) Jacob Albrecht Laurence G. Allen, NYPPEX Allesdruck.de Allfancydress.com Dalibor Antonic Philip Ardery Ares Software, Inc. Ascend Capital AudioBlab.com Gediminas Baublys Befrugal.com Heather Bendler William Benter Blueskyscrubs.com Bodaclick.com/bodas Brad's Deals and Coupons BuildASign.com

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Credit Card Finder

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Jeffrey N. Dauber

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Laurent Drion

Dream Town Realty

Deals.com

Alex Dingle

Diane & Michael Culbert

Cashier Live Web-based

GLESIAS Y

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-SA;

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Jonathan Laventhol

Linda Lee

Durst

In memory of Seymour Lifebroker.com.au Lifeinsurance.org Bill Edwards and Ron Locksmith Bailey Logiprint.com Easy-dessertrecipes.com M5Hosting Dedicated Faa Facharztagentur Servers Jacob Malmberg Douglas Ferguson Adam Fila Marbella Luxury Car Hire Brian McInnis Marc Forand Bernhard Friess Mark E. Merritt and Lorena Barrientos In honor of Victoria Anne Recommendations Meszaros Midphase Webhosting Mobileronline.dk Greatorlandodiscounts. My.topdir.de Mycoupons.com Thomas Edward Myers Myinsuranceexpert.com Healthinsurance.net Tetsuya Nagase Healthinsurancesort.com Yuma Nakaki Dr. Ronald W. Helms and Offers.com Manoj Padki and Manisha Isabelle Peutz Pgbranding.com Imtoo.com/dvd-ripper PogoTribe Alex Poon POS software

Jhilmil & Punchhi Pandit Primelocation.com Print24.com Promotional Products Promotional/pro.com PSW GROUP Publicpush.de Roland Digital Group Las Vegas Media Holdings Africa RPOWER Restaurant POS Scandinavian software engineer Paul Schadler Reese Schonfeld Anna Scott ShopGala.com Signsonthecheap.com Six Sigma Skip-hop.co.uk Luke Skywalker SuperStoreSearch.com Edward Swartz Mike Switek Techbargains.com William & Karen Tell Foundation Thetruckersreport.com Hodson and Ludmila Thornber Douglas Tilden Titter.com Totallymoney.com

Stuart Towner

Deanne Weir

Werbeartikel

Brian White

Joseph Willis

Wix com

Yola.com

Xomba com

Xraymypc.com

Anonymous (207)

Marcus Wittke

Sabra-Anne Truesdale

Buxmann Werbeartike



"I started writing articles on Wikipedia because I realized there was a lot of knowledge people might be searching for that had not yet been added in my language. I didn't do it for attention or for praise. I did it because I care about my culture..."

—from Indonesia, user: Kartika

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Projects

Our core activities

The Wikimedia Foundation operates 11 free knowledge projects managed and built by a community of over 100,000 active volunteers.





Wikipedia. Free encyclopedia

The free encyclopedia containing more than 18 million articles in 270 languages, visited by over 414 million users globally every month. The most comprehensive and widely used reference work humans have ever compiled. 100,000 active volunteers contribute new content every month.



Meta-Wiki_™ Project coordination



Wikispecies_{1M} Directory of species



Wikimedia **Commons**_™

A repository of nearly 10 million freely usable images, sound and video files, serving Wikimedia's projects and countless other educational needs.



MediaWiki_®

Open-source wiki software

The leading opensource wiki software serves as the backbone for all of the Foundation's projects, as well as thousands of other wiki communities around the world.



Wikisource_® Free source documents

Wikibooks_™

Free textbooks and manuals



Wikinews_®

Free content news source



Wikiquote_™

Collection of quotations



Wikiversity_™ Free learning tools

Wiktionary [ˈwɪkʃənrɪ] n. a wiki-based Oper Content dictionar

Wiktionary_® Dictionary and thesaurus

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Figures as of March 2011

270

Language editions of Wikipedia

7,688

Average number of new articles per day, July 2009 through June 2010

17.9 million

Number of articles across all Wikipedia language editions

137.9 million

Number of edits to Wikipedia, July 2009 through June 2010

414 million

Wikimedia Foundation sites unique visitors

12 billion

Average monthly page views, July 2009 through June 2010

