

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

It started with a dream

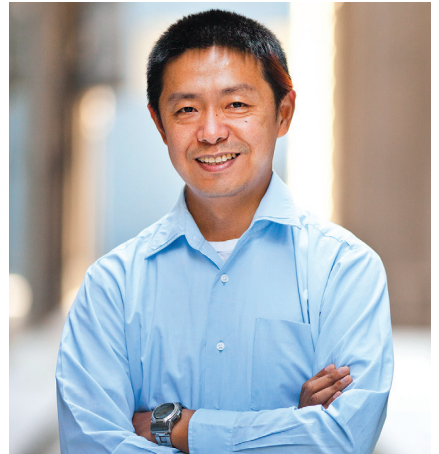
Ten years after Wikipedia's launch, the original vision captured in our mission statement continues to inspire those of us working at the Wikimedia Foundation.

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.

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. 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

Imagine a world...

A night landscape featuring a snowy field in the foreground, a line of dark trees in the middle ground, and a vibrant aurora borealis in the sky. The aurora displays bright green and yellow-green bands, with a purple and pink glow near the horizon. The sky is filled with stars.



Somewhere on the planet, three times every second, a volunteer makes a new edit in one of 270 languages to the largest free encyclopedia the world has ever seen.

Just ten years ago, however, this wildly improbable idea was just that — an idea that almost no one thought would ever become a reality. Well, it did, and now more than 400 million people turn to Wikipedia every month. Welcome to our world, where the wildly improbable can and does come true.

A close-up photograph of a sandy beach. The sand is a mix of light and dark brown tones, with some small pebbles and debris scattered throughout. A faint, circular footprint is visible in the upper left quadrant of the image. The text is overlaid on the sand, with each line underlined.

in which every
single person on
the planet...




Real people—100,000 every month—write and edit Wikipedia. It continues to evolve and expand, thanks to this deeply committed global community of volunteers.

No other living resource exists, or has ever existed, to serve everybody everywhere the way Wikipedia does. To make it truly accessible, we are helping launch versions in as many local languages as possible.



is given free

A photograph of a traditional village street. The houses are built with mud-brick and have thatched roofs. The path is paved with large, flat stones. There are some pots and bowls on the ground in the foreground. The scene is set in a rural, hilly area with trees in the background.

Envision a future where every person on earth, rich or poor, has access to all the knowledge that currently resides in our greatest museums, libraries, and archives.

Wikipedia lights a bright path to that future, where all children will have the opportunity to become educated and better able to improve their own lives.

access...

He ENGLISH



to the sum of all
human knowledge



Wikimedia's vision is rooted in a deep reverence for the world's great repositories of knowledge —libraries and museums.

Almost every week, another major institution somewhere on the planet joins the movement to make digital versions of its treasures available to all. These partnerships brighten our common future, but more work remains.

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.



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 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.



ere?



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.



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.



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



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

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.



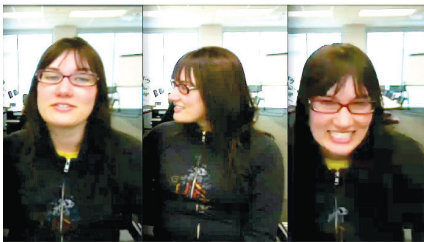
Wikipedians collaborated with experts at the British Museum to produce a richly detailed article about the Hoxne Hoard. This is an outstanding example of how we work with cultural institutions around the world to improve the quality of the articles in Wikipedia.

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



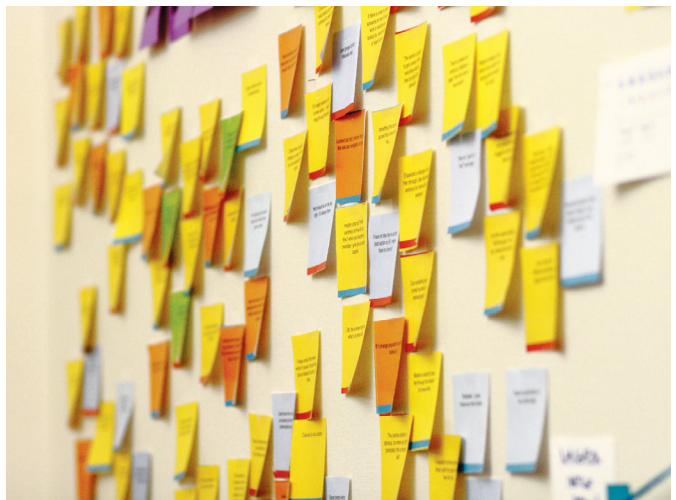
Observational research was conducted with users as they made their first-ever edits to Wikipedia.

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 large-scale 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.

In progress

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.



SERVER CLUSTER BY USER: ROBH

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.

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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

Increase the number of Wikipedia articles we offer to 50 million

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

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

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%

People & places

Representation, governance and leadership

Board of Trustees

Ting Chen, Chair
Michael Snow, Chair (through July 2010)
Jimmy Wales, Founder
Stu West, Vice-chair and Treasurer
Jan-Bart de Vreede, Vice-chair
(through July 2010)
Samuel Klein, Executive Secretary
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
IL ויקימדיה-ישראל, וויקימדיה ישראל (Wikimedia Israel)
IN Wikimedia India
IT Wikimedia Italia (Italy)
MK 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





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

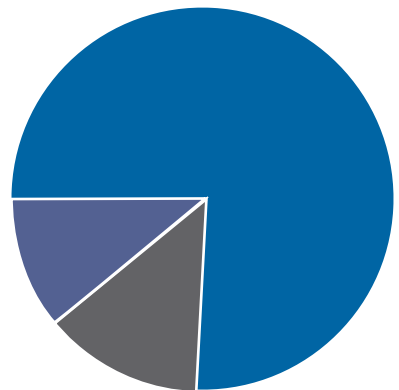
The total number of funding sources increased 172%

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 %	



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 ACTIVITIES

(in thousands of dollars)

Support and revenue	
Contributions	\$ 14,490
Restricted contributions	632
In-kind service revenue	503
Other income, net	953
Total revenue	\$ 16,578
Expenses	
Salaries and wages	\$ 3,508
Awards and grants	209
Internet hosting	1,057
In-kind service expenses	503
Operating expenses	3,846
Travel	477
Depreciation and amortization	524
Other expenses, including special events	143
Total expenses	\$ 10,267
Increase in net assets	\$ 6,311

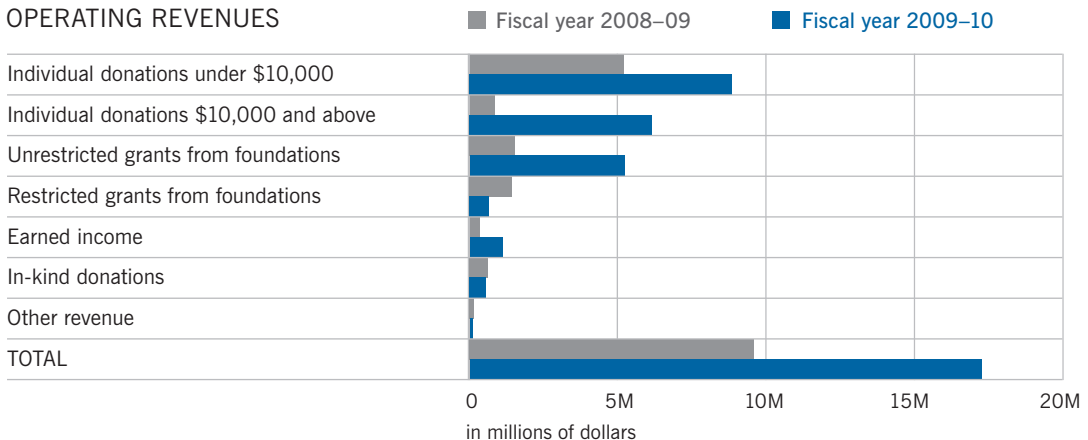
BALANCE SHEET

(in thousands of dollars)

Assets	
Cash and cash equivalents	\$ 7,177
Contributions receivable	500
Accounts receivable	353
Investments	5,540
Prepaid expenses and other current assets	661
Total current assets	14,231
Property, plant, and equipment	1,194
Total assets	\$ 15,425
Liabilities	
Accounts payable and accrued expenses	\$ 743
Deferred revenue	139
Total liabilities	\$ 882
Net Assets	
Unrestricted net assets	\$ 13,877
Temporarily restricted net assets	666
Total net assets	\$ 14,543
Total liabilities and net assets	\$ 15,425

How revenues are trending

OPERATING REVENUES



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+)

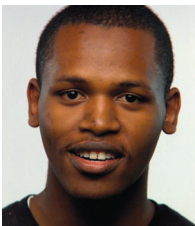
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“I contribute to Wikipedia as often as I can, editing articles in English and Swahili. It still amazes me that, here in Kenya, I can be part of a global community that comes together to gather all of human knowledge in one place.”

—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)**

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“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

Projects

Our core activities

<p>The Wikimedia Foundation operates 11 free knowledge projects managed and built by a community of over 100,000 active volunteers.</p>				
 <p>Wikipedia® Free encyclopedia</p> <p>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.</p>			<p>Wikimedia Commons™</p> <p>A repository of nearly 10 million freely usable images, sound and video files, serving Wikimedia's projects and countless other educational needs.</p>	
	 <p>Wikispecies™ Directory of species</p>			
 <p>MediaWiki® Open-source wiki software</p> <p>The leading open-source wiki software serves as the backbone for all of the Foundation's projects, as well as thousands of other wiki communities around the world.</p>	 <p>Wikisource® Free source documents</p>	 <p>Wikibooks™ Free textbooks and manuals</p>	 <p>Wikinews® Free content news source</p>	 <p>Wikiquote™ Collection of quotations</p>
	 <p>Wikiversity™ Free learning tools</p>	<p>a multilingual tree encyclopedia</p> <p>Wiktionary [ˈwɪkʃənəri] n., a wiki-based Open Content dictionary Wikipediako hitza</p> <p>Wiktionary® Dictionary and thesaurus</p>		

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San Francisco

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David Weir

Photo retouching:
Daniel Furon

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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



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