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Mozilla Foundation Board Meeting

November 15, 2018

MoFo Impact Goal

"[Focusing on better machine decision making] … would have us skating ahead of the puck. It isn't where we are now, but it's where we should be soon.

- *Alan Davidson,*
  MoCo VP, Trust and Policy

What is an impact goal?

- From Berlin: a **specific ambition to measure and focus MoFo's internet health programs** over the next few years. This is what we mean by 'impact goal'.

- The proposed impact goal is:

    - *Better machine decision making: we understand when machines are making decisions for us. We work alongside them and have a way to fix mistakes.*

- Using the model we started in 2018 with the 'your data and you' theme, we will point 50 - 60% of fellows, campaigns and other program resources at this goal.

Why have an impact goal?

- Three reasons we want an impact goal:

    - **Focus and measure** the impact of our internet health programs.

    - **Galvanize allies** by giving us something concrete to work on together.

    - Shift narrative **from 'fear' to 'ambition'** -- and, eventually, 'winning'.

- 'Better machine decision making' is well suited to to do these things.

We're looking for a goal that has ...

- Ambition: importance and scale

- Winability: likelihood of success

- Momentum: some of our allies are already pursuing this goal

- Resonance: current and potential resonance with public

- Fit: leverages Mozilla's brand, expertise and programs

Proposed goal

Better machine decision making:
we understand when machines are making decisions for us.
We work alongside them and have a way to fix mistakes.

Why this goal now?

- AI is the **next generation of computing and internet technology**.
  It will dramatically shape digital life.

- Decisions about the models and values that shape AI are being made now,
  by technologists, lawmakers and opinion makers.

- Many **people want Mozilla at the table**, even if our role in the tech is limited.
  We can bring balance -- and hope -- to the debate.

- Even if we have still many questions, the time is now for Mozilla to step in.

Questions for discussion

- **We would like to move forward with this recommendation today**
  -- and to get input on where to dig deeper as we develop a detailed plan.

  - Do you support this recommendation? If no, what would need to change?

  - Are there nuances you would add or questions you'd want to see answered as we develop our implementation plan and budget for 2019?

- Discuss and decide.

Appendix 1:
H2 2018 OKR Update

2018 Topline Metrics

Goal: Reach new audiences and grow the movement by linking big internet issues with quality of life and everyday experiences. *Theme: 'your data and you'.*

Key result	Target	Q3 Progress
Fundraise $7.7M in grants (restricted) and $4.4M in individual donations (unrestricted).	$7.7M grants $4.4M donations	**$4,691,680 booked in grants** (through Sept) **$2,431,047 booked in individual donations** through Sept *($691,785 for Thunderbird)*
Grow our email subscriber base by 20% annually.	H2 (+165k): 1,592,338	**8.5%** growth in 2018 (through Oct) **1,439,569** engaged email subscribers
Invest 60% of program spending in the 'your data and you' theme.	60%	**17 out of 35 Fellows** working on theme **90% of campaigns** (Cloudpets, Venmo, etc) **MozFest 2018 theme: "Data Done Right"**

OKR 1: Shape Agenda

More internet health professionals and activists share compelling narratives and engage in discussions about internet health, *as a result of raising the utility and quality of the Report.*

Key result	Target	Q3 Progress
60 internet health professionals and activists share high-quality responses to the 2018 Internet Health Report.	60	**61** total high quality responses H2 highlights include Maha Bali at the American University in Cairo using the IHR in her classes, translation of the IHR postcard and report headings into Chinese, and the IHR meetup in Bangalore.
30 unique ideas (= concepts, projects, research, links) submitted to a publicly accessible channel by Mozilla community (eg. not staff or Report Coalition) for consideration/inclusion in the next report	30	**291** unique submissions overall to the Call For Ideas ● ENGLISH: 127 ● SPANISH: 35 ● GERMAN: 18 ● FRENCH: 30 60 were high quality and genuinely useful 114 were ok, well-intentioned but not so useful
60% of Internet Health Report 2019 content drafted	60%	The 2nd version of the draft content outline for the 2019 Internet Health Report is with the Report Coalition for feedback. Writing will begin in November!

OKR 2: Connect Leaders

Grow talent, cultivate collaborations and develop new thinking on internet health *by improving our fellowship, awards and alumni programs.*

Key result	Target	Q3 Progress
Secure 4 (new and existing) funder commitments	4	**3 (**for Responsible CS)
40% of alums from the 2018 Fellows and Awardees re-engage in the Internet Health movement	40%	**47%** MozFest is a considerable contributor to this number - 60+ awardees, fellows, and host org representatives attended, and 30+ sessions were offered by alumni fellows and awardees.
10 unique instances of current leaders' high-touch integration with other MoFo initiatives.	10	**10+** Exceeded this metric through involvement of current fellows in MozFest, Judging awards etc

OKR 3: Rally Citizens

Win campaigns that improve how companies collect, store and use consumer data *by working with people and orgs from across movements.*

Key result	Target	Q3 Progress
A major corporation shifts a policy as result of an EU campaign.	>1	Although not EU-based, Venmo restricted its API after Mozilla's campaign. We're moving from US-first, to global-first, and placing EU audiences at the centre of campaigns. Ensuring Facebook's EU Committee hearings were publicly broadcast was an early win.
Work with diverse partners to amplify or take a stand on a campaign developed by communities disproportionately impacted by the issue, policy or practice in question.	1	Key learning is we need to step back and look at other options for relationship-building and support that can help us achieve the spirit of this goal.
Raise $400,000 through foundation channels (excluding email).	$400,000	**$28,000** (through Sept) from Foundation site. $18,784 from donate button and $9,937 from petition modal.

OKR 4: Messaging and relevance

__Grow public engagement around internet health__ by developing a constant stream of messaging about the work of Mozilla, our fellows and our allies.

Key result	Target	Q3 Progress
Lower bounce rate on foundation site by an additional 8% over H1 performance by EOY 2018.	37%	**42.9%** Bulk of traffic came from Facebook 2FA campaign. Sessions are up over 230% over September (57.7K unique); lower bounce rate has some correlation to a more engaged audience.
Drive 25,000 meaningful engagements to online MozFest content and have 5,000 of these engage with *Privacy Not Included Buyers' guide before launch.	25,000 5,000	**2,250** (through Oct) for engagement with PNI. The stats respect tracking protection. Represent about 50% of total activity captured in database.
Pilot an internet health press resource with 5 journalists and social influencers.	Web page launched	Influencers identified; web page in the works.
50% of press coverage features work/quotes from allies, awardees and fellows.	50%	**60%** H2 to date: 355 stories about MoFo; 214 mention allies, awardees, and fellows.

OKR 5: Working open

Increase the breadth and depth of people participating in our work by inviting them into a year round cycle of open leadership training and events.

Key result	Target	Q3 Progress
Grow MozFest House to 25 data themed events with 1500 participants	25 events 1500 participants	**31 events** **865 participants**
7% of H1 contributors submit and are accepted as a MozFest facilitator	7%	**5.1% proposed sessions** (107 participants) **2.3% accepted as facilitators** (46 participants) There were 2100 participants in H1 for all OLE activities.
Recruit 35 staff and fellows to be part of Open Leaders 6 as participants (10), mentors(5) or experts (20)	35	**30 total** **10 Participants**: 7 staff, 3 fellows **4 Mentors**: 2 staff, 2 fellows **16 Experts**: 8 staff, 8 past fellows

OKR 6: Sustainability

Foster a healthy organizational culture, financial stability and clear goals and metrics *to set MoFo up for long-term growth and impact.*

Key result	Target	Q3 Progress
We have a new revenue stream by converting 45 annual fund donors ($1K or less) into major donors ($1K or more).	45	**0 to date** Onboarded two Major Gift Officers
Produce one (1) aligned strategy with standards, tools and processes for organizational and program- specific data collection and management, to improve data-driven decision-making and track impact in 2019 and beyond.	Completed strategy	**0 to date** Established cross-org Data & Metrics Working Group to audit and prioritize current datasets. On track.
100% of systems and processes are updated and implemented for distributed budget development and management for 2019, and 100% of executives and grant program managers are trained.	100%	**40%** Completed financial reporting structure and basic reports; updated signatory policy.

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