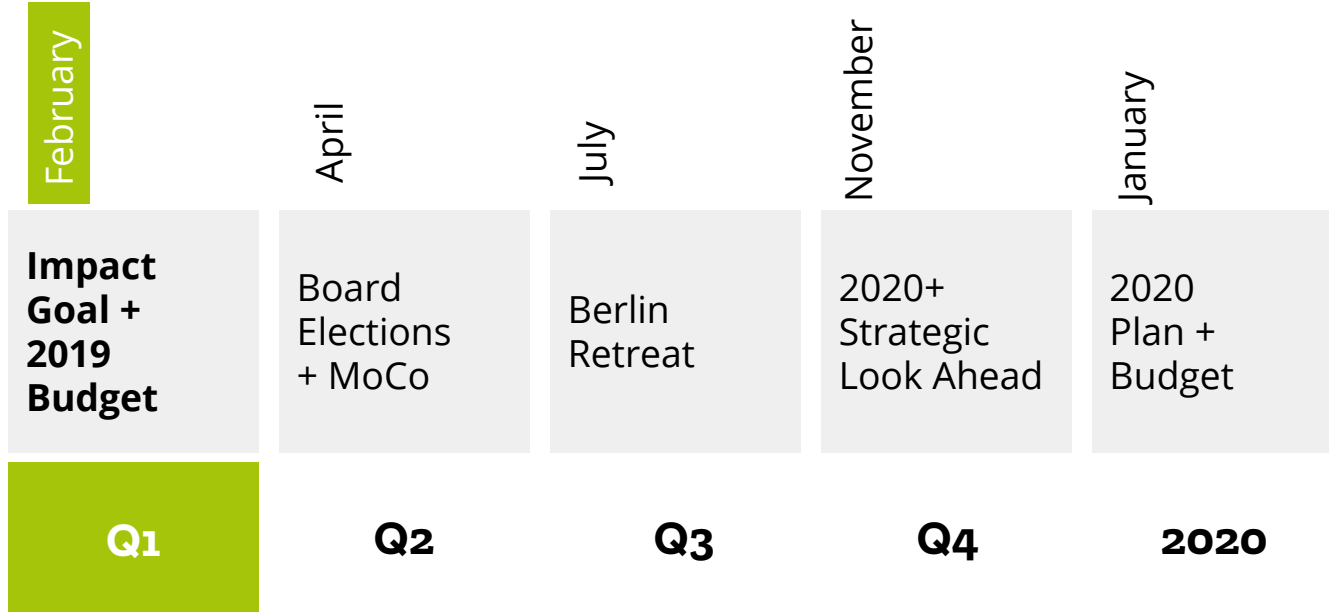


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# **Mozilla Foundation Board Meeting**

February 6 + 7, 2019

# 2019 Board workflow



# Where are we right now?

*(day 1)*

# 2018 in review

In a way, 2018 felt like a **'big year' for our internet health movement building** work.

Thinking back to last January, we'd just finished a big piece of our change management process, winding down programs like Hive. **We aimed ourselves outwards at the 'data and you' theme.**

Then, Cambridge Analytica happened. The Internet Health Report we were writing, the fellows we'd gathered and the campaigns we were ready to run all seemed perfectly on point.

And, they were. **We were able to quickly point our internet health programs at the issues of the day** -- and rally people and attention to our cause. This was a big step forward.



# 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'.***

<i>Key result</i>	<i>Target</i>	<i>Final</i>
Invest 60% of program spending in the 'your data and you' theme.	60%	<b>17 out of 35 Fellows</b> working on theme <b>90% of campaigns</b> (Cloudpets, Venmo, etc) <b>MozFest 2018 theme: "Data Done Right"</b>
Fundraise \$7.7M in grants (restricted) and \$4.4M in individual donations (unrestricted).	\$7.7M \$4.4M	<b>\$10,852,011 (restricted)</b> (through Dec) <b>\$2,992,374 (unrestricted)</b> (through Dec)
Grow our email subscriber base by 20% annually.	H2 1,491,949	<b>9.6%</b> growth in 2018 (through Dec) <b>1,454,019</b> engaged email subscribers



# 2018 topline goal *(case study)*

*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'.*



The **Privacy Not Included guide** is one example of connecting to the 'everyday'.

By reviewing smart speakers, connected water bottles, gaming systems, etc. we **reached people who'd never find the Internet Health Report.**

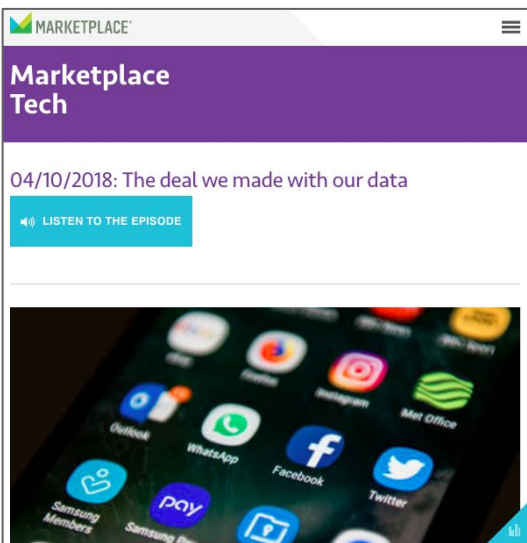
We also sparked a dialogue with companies that wanted to make sure their products were seen in a good light by consumers.

# 2018 'data' theme *(case study)*

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"



As the media covered the Internet Health Report, **the 'data theme' was pulled through by both tech and mainstream media.**

We saw the same across our work: programs and community quickly metabolized and leveraged the theme.

However: people also sought more guidance and specifics. The AI impact goal is in part a response to this ask for something more concrete.



# KR #1 grow revenue *(case study)*

Fundraise \$7.7M in grants  
and \$4.4M in individual donations.

\$7.7M  
\$4.4M

\$10,852,011 (restricted) (through Dec)  
\$2,992,374 (unrestricted) (through Dec)



As the Responsible CS Challenge showed, we have built a **fellowships and awards model that readily absorbs new funding** opportunities. \$3.6M in this case.

We have invested in a team that has solid and consistent processes around these programs. They know how to spin up and launch new initiatives.

Also, our senior fellow model allows us to readily add domain expertise. Here, we added Kathy Pham, from Harvard / formerly USDS.

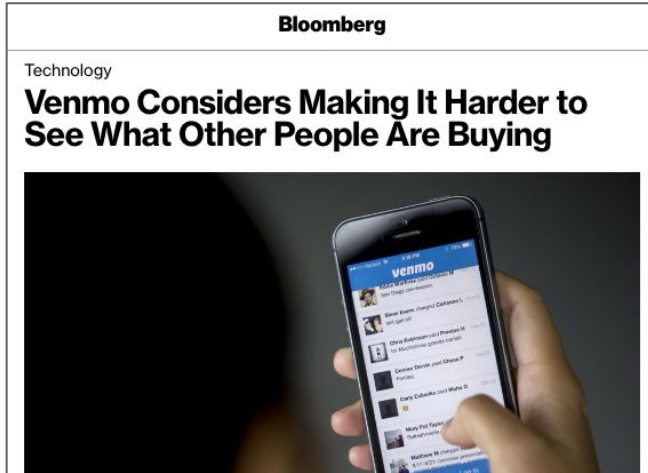


# KR #2 grow reach *(case study)*

Grow our email subscriber base by 20% annually.

H2  
1,491,949

9.6% growth in 2018 (through Dec)  
1,454,019 engaged email subscribers



As the Venmo campaign showed, **quality can be more important than quantity**. 25k signatures generated a ton of press and reaction from Venmo.

Highlighting the work of one of our fellows, we developed a campaign with the right ask, directed at the right target, at the right time.

Advocacy best practice says that impact is more important than growth for a list over 1 million.

# Where next?

The 'data and you' theme helped focus our work internally -- and gave us materials and campaigns that were relevant externally to partners, press and the public.

We will **double down on our efforts to reach a broader public with the 'better machine decision making' goal**. This builds on the data theme, but gets more specific.

Also, we will build on our 2018 experience working closely with partner orgs. This year our aim is to put fellows and allied orgs out front in our comms to show the voice of the movement.

Finally, we will use what we learned in 2018 about using a 'mainstream consumer + technically expert' voice to more deeply engage our supporters and donors.

# 2019 impact goal priorities

(day 2)

# Where we left off ...

At our November board meeting, discussed a number of impact goal options. The MoFo team recommended -- and the board supported -- the following high level goal:

***Better machine decision making:*** *We understand when machines are making decisions for us and about us. We have a way to work alongside them and correct them if they make mistakes.*

We also agreed to: **sharpen our focus** and refine the goal statement; **get specific** about what we're going to *do* on this goal in 2019; and **talk to more people**, especially technologists.

*Goal for today: get feedback on sharpened focus and explore new goal wording also, update the board about our initial set of activities for 2019*

# Sharpening our focus: what is 'better'?

**Humans design and shape how automated decision making works.** The benefits -- and risks -- associated with AI flow from the tasks we give to algorithms and the data that we feed them.

The process of design, testing and monitoring the impact of AI should be the core focus of Mozilla's work on the impact goal. We should look at what goals people and companies are giving to AI -- and in whose interests automated decisions are being made.

Our working definition of **'better' is: developers and companies make ethical design decisions in using AI** and choosing data sets. They put user interests at the forefront.

This happens in concert with an informed vanguard of citizens and policymakers who want 'better AI'. They express this in the products they choose and the policies they make.

# Sharpening our focus: what kind of AI?

Automated decision making is becoming integral to **large consumer tech platforms**, from social networks to shopping sites to smart speakers. AI is a part of almost everything.

Whether it is misinformation or discrimination or the abuse of personal data, the risks that flow from the uncritical use of automated decision making show up at scale on these platforms.

**This is where Mozilla should focus** its work. Large scale **consumer tech is where the most people are touched by AI**. And, it is also Mozilla's traditional domain.

Mozilla's goal should be to ensure the interests of everyday users are designed into these platforms. Where they aren't, we want to call that out.

# Sharpening our focus: who is our audience?

**Mozilla's internet health programs focus on** three top level goals, getting: **companies** to make better products; **governments** to make informed policy; and **citizens** to demand more.

While the work on 'better AI' will focus on all of these audiences, we believe **we can have a outsized impact by focusing on one audience in particular: technologists.**

Developers, designers, data scientists and product managers sit at the heart of making the right -- or wrong -- decisions about how AI is deployed. And, how it is fixed when things go wrong.

There is an open question: will technologists want to engage (with us) on this topic. If the answer is 'yes', we believe this is a major place that Mozilla should put its focus.



# 2019 priorities *(summary)*

Mozilla's 'better machine decision making' work builds on its existing movement building efforts:

**Shape the agenda:** bring the 'better machine decision making' concept to life by leaning into a focus on AI in the Internet Health Report, MozFest and press pitches about our fellows.

**Connect leaders:** highlight the role of AI in areas like privacy and discrimination through the work of community; 100% of hosted fellows will focus on AI related topics.

**Rally citizens:** show consumers how pervasive AI is in the next update of our Privacy Not Included buyers guide; explore the idea of a 'Union of Concerned Technologists'.

*See our [2019 AI Priorities](#) doc for more details on things we'll do this year.*



# 2019 priorities *(highlights)*

While work on the impact goal will spread across our work, there are a number of projects planned for this year that have a particularly strong focus in this area. For example:

**Creative Media Awards:** support for artists working on topics like automated censorship, behavioural manipulation and discriminatory hiring. *\$250k in awards, part of NetGain*

**Responsible CS Challenge:** awards for professors integrating ethics into comp sci curriculum. The vast majority of initial proposals to this fund mention AI or machine learning. *\$3.6M in awards*

**EU Elections Misinfo Campaign** that will shine a light on AI, misinformation and tech platforms, starting with a public letter on Facebook and political ad transparency. *\$700k partnership with Omidyar*

*See our [2019 AI Priorities](#) doc for more details on things we'll do this year.*



# Next steps

1. Use 2019 investments in AI to develop **new collaborations**, expand our **internal expertise** and **share our learnings** with the movement. (*year-round*)
2. Continue interviews with **issue experts and AI orgs** to identify gaps, opportunities and areas of collaboration. Also, continue to review existing research related to AI. (*Feb-April*)
3. Develop **AI-specific view on our theory of change** that defines specific long, mid and short-term goals for this work. This will be developed using insights from our existing work, interviews, and literature review and ready for discussion at July Board Retreat. (*April-June*)



# Exercise: refining our impact goal

We agreed in November to update the language in our impact goal. The original wording was:

***Better machine decision making:** We understand when machines are making decisions for us and about us. We have a way to work alongside them and correct them if they make mistakes.*

While our focus is getting clearer, we don't yet have new wording. We will run an exercise today to brainstorm the key elements of this goal.

Questions to consider in advance: **what does 'better' AI look like through the lens of the Mozilla Manifesto?** What from our sharpened framing strikes you as helpful and central?

# Appendix: 2018 OKRs

This appendix provides detailed reporting on our topline goal and all six 2018 OKRs.



# 2018 topline

**Reach new audiences and grow the movement** by linking big internet issues with quality of life and everyday experiences.





# 2018 core theme

**your data and you** -- exploring the data we create, the platforms and devices that collect it, ways to secure it and the laws that protect it. (60% of investment)



# 2018 objectives

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.
2. Connect Leaders: **grow talent, cultivate collaborations and develop new thinking** on internet health by improving our fellowship, awards and alumni programs.
3. Rally Citizens: **win campaigns that improve how companies collect, store and use consumer data** by working with new and existing allies from across the movement.



# 2018 objectives

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.

5. Diversity and 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.

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

# 2018 topline

**Objective: Reach new audiences and grow the movement** by linking big internet issues with quality of life and everyday experiences.

Key result	Target	Final
Fundraise \$7.7M in grants (restricted) and \$4.4M in individual donations (unrestricted).	\$7.7M grants \$4.4M donations	<b>\$10,852,011 (restricted)</b> (through Dec) <b>\$2,992,374 (unrestricted)</b> (through Dec)
Grow our email subscriber base by 20% annually.	H2 1,491,949	<b>9.6%</b> growth in 2018 (through Dec) <b>1,454,019</b> engaged email subscribers
Invest 60% of program spending in the 'your data and you' theme.	60%	<b>17 out of 35 Fellows</b> working on theme <b>90% of campaigns</b> (Cloudpets, Venmo, etc) <b>MozFest 2018 theme: "Data Done Right"</b>



# 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	H2 Final
60 internet health professionals and activists share high-quality responses to the 2018 Internet Health Report.	60	<b>61</b> total high quality responses  H2 highlights include <u>Maha Bali at the American University in Cairo using the IHR in her classes</u> , translation of the IHR <u>postcard</u> and <u>report headings</u> into Chinese, and the <u>IHR meetup in Bangalore</u> .
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	<b>291</b> unique submissions overall to the Call For Ideas <ul style="list-style-type: none"><li>• ENGLISH: 127</li><li>• SPANISH: 35</li><li>• GERMAN: 18</li><li>• FRENCH: 30</li></ul>
60% of Internet Health Report 2019 content drafted	60%	<b>50%</b> of text drafted and/or data compiled and prepared for data visualization. 95% of all content decided.

# 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	H2 Final
Secure 4 (new and existing) funder commitments.	4	<b>3</b> (for Responsible CS)
40% of alums from the 2018 Fellows and Awardees re-engage in the Internet Health movement	40%	<b>47%</b> 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	<b>10+</b> 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

## H2 Final

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

**\$99,000** (through Dec) \$45,277 from donate button, \$41,107 from petition modal, \$9,830 from buyer's guide and \$2,978 from EOY pop-up banner.



# 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

## H2 Final

Lower bounce rate on foundation site by an additional 8% over H1 performance by EOY 2018.

37%

**45.2%** Total unique users up 50% to 303K for H2; sessions up 34%; pageviews up 188%

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

**5,000+** engagements with PNI pre-launch through MozFest.  
70,612 engagements through Dec (estimated to be 102K factoring tracking protection by 58% of users).  
Nearly 1,000 opinions gathered per product.

Pilot an internet health press resource with 5 journalists and social influencers.

Web page  
launched

Influencers identified; web page put on hold due to resource/capacity issues.

50% of press coverage features work/quotes from allies, awardees and fellows.

50%

**49%** 534 stories about MoFo in H2; 263 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	H2 Final
Grow MozFest House to 25 data themed events with 1500 participants	25 events 1500 participants	<b>31 events</b> <b>865 participants</b>
7% of H1 contributors submit and are accepted as a MozFest facilitator	7%	<b>5.1% proposed sessions</b> (107 participants) <b>2.3% accepted as facilitators</b> (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	<b>30 total</b> <b>10 Participants:</b> 7 staff, 3 fellows <b>4 Mentors:</b> 2 staff, 2 fellows <b>16 Experts:</b> 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	H2 Final
We have a new revenue stream by converting 45 annual fund donors (\$1K or less) into major donors (\$1K or more).	45	<b>9</b> Active conversion period was 3 months; learned most promising leads are donors who recently gave \$250+
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	<b>Complete</b> Delivered reccs for aligned strategy. Cross-org Data & Metrics Working Group audited/prioritized current datasets.
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%	<b>50%</b> Distributed budget development structure in place and used for FY 2019 budget. Training will take place in 2019.



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# Mozilla Foundation Board Meeting

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