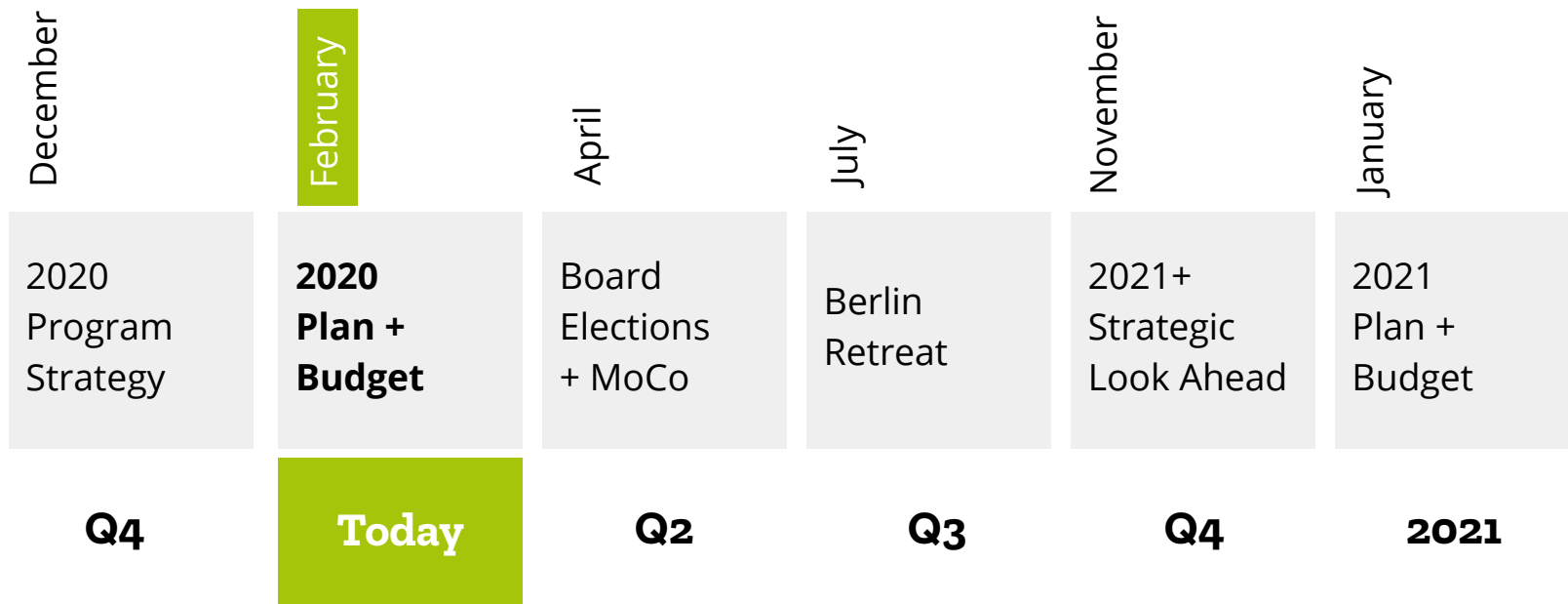


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# **Mozilla Foundation Board Meeting**

February 6, 2020

# 2020 board workflow



# Agenda

*(Feb 6)*

1. Reflections from day one
2. Board business *(including recruitment)*
3. Look forward, look back *(2019 + 2020 OKRs)*
4. Financials + Budget *(2019 + 2020)*
5. ED review and goals



# Board Business

decisions

# Board business

1. Approve minutes from December 2019 board meeting.
2. Approve or amend Pan Mozilla Committee charter, if we're at that spot.
3. Decide which board candidates to move to next step, if any.
4. Approve first two program committee external advisors.



# Look back, look forward

*2019 review +  
2020 objectives*

# Our focus *(enduring)*

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Internet Health Report **2019**

## How healthy is the internet?

Our 2019 compilation of research and stories explains what's key to a healthier internet across five issues, from personal experience to global concerns.

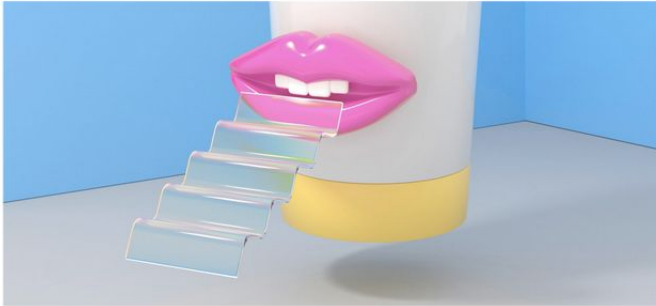
MoFo's overall focus remains, **creating a healthier internet** by supporting a movement of people and allies around the world who share our cause ...

# Our focus *(right now)*

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Internet Health Report **2019**

## Spotlight: Let's ask more of AI

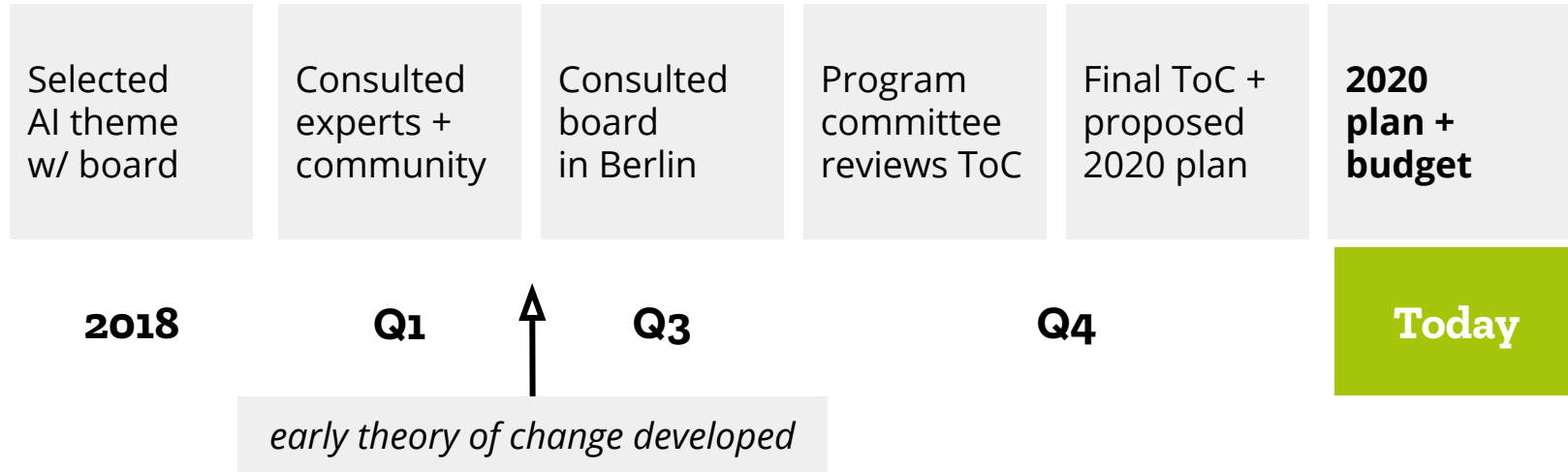


... and the **AI work we started in 2019 adds focus and momentum** to our overall internet health agenda.



# Where is our AI work now?

○ — AI theme rolled out in MoFo programs →



# 2019 in review

In many ways, **2019 felt like a follow through year**. We built on the momentum of the data focused messaging, fellowships and consumer campaigns we did the year before.

Our **misinformation work** provided a particularly powerful through line: shifting from general concerns about platform power into specific 2019 campaigns around ad targeting and content algorithms. These campaigns had real wins, and **helped us build our voice on AI**.

Also, the 'AI and ethics' buzz really picked up in 2019. We were able to jump on this and provide a fresh message: **don't just critique AI, build something different**.

Over the course of the year, both the org and our public image moved from 'Mozilla is exploring AI' to 'Mozilla is confidently working on trustworthy AI'.



# What we did 2019 (OKRs)

Theme	<b>Build momentum for better machine decision making</b> by supporting projects with near-term impact.	Significant AI work in all programs in 2019. AI theory of change done, used in 2020 plan.
Revenue	<b>Grow and diversify revenue</b> through increased donor engagement.	Exceeded \$3.4M unrestricted donations target by \$100k.
Reach	<b>Strengthen the movement</b> by increasing the reach of Mozilla fellows and allies.	115% of website traffic growth target. 77% of press coverage target.
Org Health	<b>Grow organizational strength and efficiency</b> to achieve increased external impact.	Met goal re: more distributed org planning. Still waiting for engagement survey results.

*\* a full list of OKRs including final results is included in Appendix A.*



# 2019 OKR 1: AI theme

Theme

**Build momentum for better machine decision making** by supporting projects with near-term impact.

Significant AI work in all programs in 2019.  
AI theory of change done, used in 2020 plan.

## DER TAGESSPIEGEL



### What goes wrong in the discussion about AI

Artificial intelligence is a tool that has errors. But Europe has a chance to remedy these shortcomings. A guest post. VON MARK SURMAN



Technology is changing - can humans learn how to use artificial intelligence? PHOTO: HAUKE-CHRISTIAN DITTRICH / DPA

The participatory process around **theory of change plus concrete campaigns and work by fellows** allowed us to get crisp on what we meant by trustworthy AI in 2019.

As a result, more people outside the org — including people in the ethical AI space — see **Mozilla as an opinionated and credible voice**.

Also, this teed us up to **go deeper on things like data stewardship and consumer tech campaigns** in 2020.

# 2019 OKR 2: Revenue

Revenue

**Grow and diversify revenue** through increased donor engagement.

Exceeded \$3.4M unrestricted donations target by \$100k.

## Le Monde

YouTube recommendation algorithm criticized for highlighting extreme content

The Mozilla Foundation publishes testimonies from Internet users deploring that the video platform too widely recommends inappropriate content.



In 2020, we **focused heavily on supporter engagement**,  
a. developing campaigns to resonate with consumers and  
b. feeding these into integrated marketing campaigns.

This drove supporter **engagement up by 50%** and  
contributed to the **17% growth in donations**.

The theory is more engaged supporters both amplify our  
message better and become **better donors over time**.  
US election and voice work in 2020 will test this further.

# 2019 OKR 3: Reach

Reach

Strengthen the movement by **increasing the reach of Mozilla fellows and allies.**

115% of website traffic growth target.  
77% of press coverage target.



In 2019, we **worked on joint campaigns and promoted the work of fellows** more than we ever had.

In one case, a joint campaign with 18 researchers drove the press to question Facebook's election ad tools, and now has the **EU looking at regulating targeted ads.**

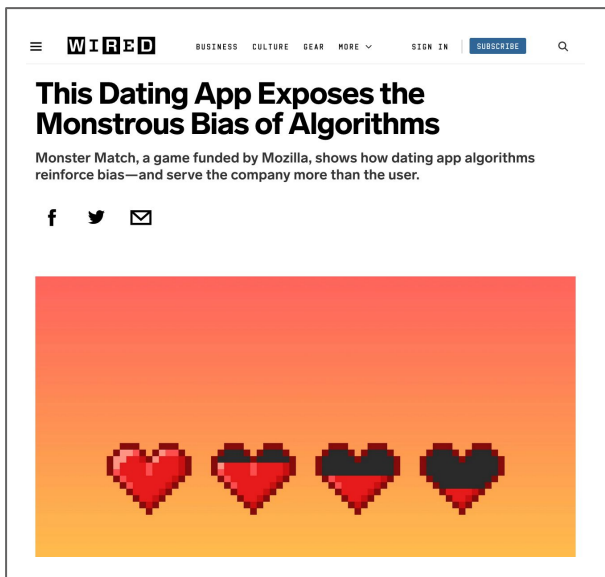
In 2020, we'll continue focus on collaboration, pushing more on the platforms and also **building alliances with other movements with large constituencies.**

# 2019 OKR 3: Reach

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# 2019 OKR 3: Reach

Reach

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## The New York Times

Ad Tool Facebook Built to  
Fight Disinformation  
Doesn't Work as Advertised



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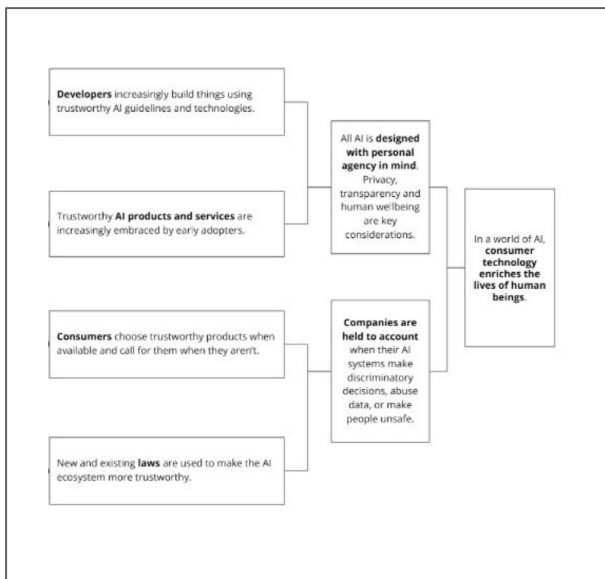


# 2019 OKR 4: Org strength

Org  
Health

**Grow organizational strength** and efficiency to achieve increased external impact.

Met goal re: more distributed org planning.  
Still waiting for engagement survey results.



A big thing this year: we **systematically involved the org (and community) in strategy**, honing our plans and vision in parallel to doing concrete AI work.

Based on all hands, it feels like this **improved morale and motivation in a significant way**. Hopefully our engagement survey will bear this out.

We plan to double down on this approach in 2020. New **investments in better metrics and data** should help, giving staff more visibility and ways to participate.

# As we move into 2020 ...

Last year, we established the 'don't just critique, build something' trustworthy AI message. Now we **need to show what 'build something' means in action.**

Part of this will be about follow through on our public campaigns, **rallying citizens to donate data and stories** we can use to push for real changes by the tech platforms.

It also means starting work on concrete building blocks for trustworthy AI, including **data stewardship prototypes** that could shift the relationship between platforms and users.

Finally, we need to make sure we **grow partnerships with orgs from other spaces and movements.** Traditional internet health orgs cannot move trustworthy AI ahead on their own.

# 2020 OKRs

<b>Test out our theory of change</b> in ways that give momentum to other orgs and establish Mozilla as a credible thought leader.	Release white paper with MoCo, collaborating on 25 concrete projects
<b>Increase the number of data stewardship innovations</b> that can accelerate the growth of trustworthy AI.	Secure \$3M in outside funding, 10 awards or fellowships for prototypes (plus lab?)
Mobilize consumer audiences during pivotal moments as a way to <b>pressure companies to make 'consumer AI' more trustworthy.</b>	x# traffic to our trustworthy AI content, plus 25k people help us gather evidence
<b>Partner with diverse movements</b> to deepen intersections between their primary issues and internet health, including AI.	x# partners who publish shared language, plus 4 major global south partnerships
<b>Update our organizational models and capabilities</b> so that our strategy and people can succeed, and our ambition can grow.	Long term funding model defined, 70% org effectiveness engagement score

*\* a full list of 2020 OKRs including detailed key results is included in Appendix B.*

# 2020 OKR 1: thought leadership

**Test out our theory of change** in ways that give momentum to other orgs and establish Mozilla as a credible thought leader.

Release white paper with MoCo, support or highlight 25 concrete projects

In 2020, we need to follow through and **solidify Mozilla's credibility as a trustworthy AI thought leader** -- and as a helpful, trusted partner to others who are our cause.

A lot of people are talking about trustworthy AI. Few people are actually **figuring out how to build it**. Our focus on 'building' has a chance to shift this, to get more people focused on action. Also, a clearer, louder voice will make fundraising much easier.

Key investment: collaboration with **people doing concrete projects that tie to our theory of change** (eg. ethical AI curricula). Also, doing joint trustworthy AI white paper with MoCo.

# 2020 OKR 2: data stewardship

**Increase the number of data stewardship innovations** that can accelerate the growth of trustworthy AI.

Secure \$3M in outside funding, 10 awards or fellowships for prototypes (plus lab?)

We recruited a number of fellows working on data trusts and personal AI in 2019. This led us to create 2020+ **initiative to provide technical, legal and strategy support orgs rolling out data stewardship projects** on the ground.

If this work — and related projects — is successful, it could truly change the game of who controls data and prove to be a **serious building block for trustworthy AI**.

We propose to commit \$500k x 3 years of Mozilla funds to get work started. Hopefully, this will also unlock **significant multi-year funding from other partners**, starting in mid 2020.

## 2020 OKR 3: consumer power

Mobilize consumer audiences during pivotal moments as a way to **pressure companies to make 'consumer AI' more trustworthy.**

x# traffic to our trustworthy AI content, plus 25k people help us gather evidence

We'll continue work we began in 2019 to pressure companies to improve their products. This includes **campaigns that invite users to help us study misinfo during the US election.**

This will give us evidence we need to push platforms and brief lawmakers on how to **make content recommendation algorithms and ad targeting less harmful** to users. It should also provide us to messaging and relationships that help with fundraising asks.

Much of this work is either funded by grants or done in partnership with MoCo. On the MoFo side, we propose to make an **additional investment in marketing and engagement staff.**

# 2020 OKR 4: movement building

**Partner with diverse movements** to deepen intersections between their primary issues and internet health, including AI.

x# partners who publish shared language, plus 4 major global south partnerships

In 2020, we will build more **partnerships with orgs that see the connection between their primary issues and internet health** (e.g. climate + AI). We'll also expand our relationships with tech communities and social movements in the global south.

On some level, the internet health + digital rights movement is stuck. **New alliances, new perspectives, and global reach** will be essential to create the sea change we want.

In 2020, we'll start tracking the impact of campaign and fellowship partnerships already core to our work. We'll also **invest in new global south partnerships**, with Ford and GIZ funding.

# 2020 OKR 5: organizational effectiveness

**Update our organizational models and capabilities** so that our strategy and people can succeed, and our ambition can grow.

Long term funding model define, org effectiveness at 70% engagement score

Building on last year's theory of change and planning work, we aim to **improve our metrics and fundraising capabilities** in 2020. We'll also develop a multi year financial model.

Retiring systems from previous eras and putting new approaches in place will help us **unlock more productivity, impact and revenue** over the coming years.

2020 spending on these efforts includes hiring a new metrics lead plus staff and consulting time focused on long term financial modeling. It also includes a review of our CRM.



# What about 2021?

While we have much to do in 2020, we also need to start thinking about how we tee up 2021.

In particular, we should be putting a very **strong emphasis on growing relationships with technical people in 2020**, with the goal of putting a more systematic push on 'changing industry norms' in 2021. Our community around responsible CS could be good partners here.

We also need to be looking at **how we want to work on AI policy issues** in coming years. Our current objectives don't have an explicit focus here, but there is much to be done on this front. We should use 2020 to engage lightly on policy and figure out our role for 2021+.



# Financials + Budget

2019 + 2020

# Financial big picture

Right now: we're **in a good position financially**.

As we move forward, **growing unrestricted donations is still a major goal**. Programs that really resonate plus better fundraising systems will unlock steeper growth.

In the meantime, we **need to update MoCo trademark rate** to stabilize our revenue and keep our momentum. Need to discuss proposed approach to this at today's meeting.

We are **relatively stable on the expense side**. We may grow spending further this year if we unlock new grants to pay for it.

# Appendix A: 2019 OKR review



# H2 OKR 1: Trustworthy AI

**Build momentum for trustworthy AI by supporting projects with near-term impact.**

KEY RESULT	BASELINE	PROGRESS	TARGET
60% of program resources focused on pushing AI in a better direction for humanity	17/35 fellows 90% campaigns MozFest theme "Data Done Right"	26/31 new fellows working on AI	60%
Further refine ToC focused on AI and use to develop 2020 plan	0	1	1
25% increase in Mozilla supporters' awareness of MoFo's commitment to trustworthy AI'	16% (avg) responded "definitely yes" to awareness	Second survey sent in early 2020.	41% (avg)

# H2 OKR 2: Revenue

**Grow and diversify revenue through increased donor engagement.**

KEY RESULT	BASELINE	PROGRESS	TARGET
Grow unrestricted donations by 25%	\$2,750,000	\$3,500,000	\$3,375,000
12 engagement events to nurture major donor & foundation prospects	2	11	12
Grow highly engaged subscribers by 90,000	60K	86,486	150k



# H2 OKR 3: Reach

Strengthen the movement by increasing the reach of Mozilla fellows and allies.

KEY RESULT	BASELINE	PROGRESS	TARGET
500% increase in monthly traffic to foundation.mozilla.org (publishing 10 stories/month about Mozilla & allies)	15K/mo	113,414	90,000K/ mo
10% increase in press coverage (70% incl fellows, awards, allies, community)	1150 stories	981 stories, with 644 mentioning fellows, awards, or community.	1265 stories 885 w/focus
Curate, fund and expand the reach of 10 events at MozFest House hosted by new allies or festival alumni related to AI	0	8 events confirmed ( <i>Done</i> )	10

# H2 OKR 4: Org Health

**Grow organizational strength and efficiency to achieve increased external impact.**

KEY RESULT	BASELINE	PROGRESS	TARGET
Increase "execution" score in engagement survey by 20%	56%	Survey results coming in Feb	76%
Develop a consolidated strategy for D&I that incorporates internal and programmatic priorities	0	D&I committee formed, extend into 2020	1
Evolve the annual budgeting and strategic planning process to be more distributed	2019 Pilot	Teams submitted 2020 plans & budget requests	2020 budget / plan approved in Feb
Deliver a strategy for measuring org performance/effectiveness that improves agility and transparency around decision-making	0	Extending this work through H1 2020	1





# Appendix B: 2020 OKRs



# H2 OKR 1: thought leadership

**Test out our theory of change** in ways that both give momentum to other orgs taking concrete action on trustworthy AI and establish Mozilla as a credible thought leader.

## KEY RESULT

## BASELINE

## TARGET

Publish a white paper and landscape analysis that elaborate our theory of change and show who is working on key elements (H1)

X# people and organizations map their work against the landscape analysis and offer feedback on theory of change

25 collaborations with partners working on concrete projects that align with short term outcomes in the theory of change



# H2 OKR 2: data stewardship

**Increase the number of data stewardship innovations** that can accelerate the growth of trustworthy AI.

KEY RESULT	BASELINE	TARGET
\$3 million raised to support bold, multi-year, cross movement initiatives on data stewardship as an indicator of growing philanthropic support in this area.		
10 awards or fellowships for prototypes or other concrete exploration re: data stewardship.		
50% increased interest in data stewardship projects by developers and investors (survey).		



## H2 OKR 3: consumer power

**Mobilize an influential consumer audience** using pivotal moments to pressure companies to make 'consumer AI' more trustworthy.

KEY RESULT	BASELINE	TARGET
X# traffic to 'trustworthy AI' content on Mozilla's website.		
X# new subscribers drawn from sources (partnerships, contextual advertising, etc.) oriented towards people ages 18-35.		
25k people share information with us (stories, browsing data, etc.) in order to gather evidence about how AI currently works and what changes are needed.		



## H2 OKR 4: movement building

**Partner with diverse movements** to deepen intersections between their primary issues and internet health, including trustworthy AI, so that we increase shared purpose.

KEY RESULT	BASELINE	TARGET
X# of partners with whom we (have both) published something that includes shared language that integrates thinking about their issues and internet health.		
75% of partners from these diverse movements report deepening intersection between their issues and internet health/AI.		
4 new partnerships in the Global South report deepened intersection between their work and ours.		



# H2 OKR 5: organizational effectiveness

**Update our organizational models and capabilities** so that our strategy and people can succeed, and our ambition can grow over multiple years.

KEY RESULT	BASELINE	TARGET
70% overall favorable score for staff perception of organizational effectiveness.		
A long-term funding model that matches our ambitions exists.		
100% of staff strengthen skills (through PD) needed to accomplish our objectives.		



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# Mozilla Foundation Board Meeting

February 6, 2020