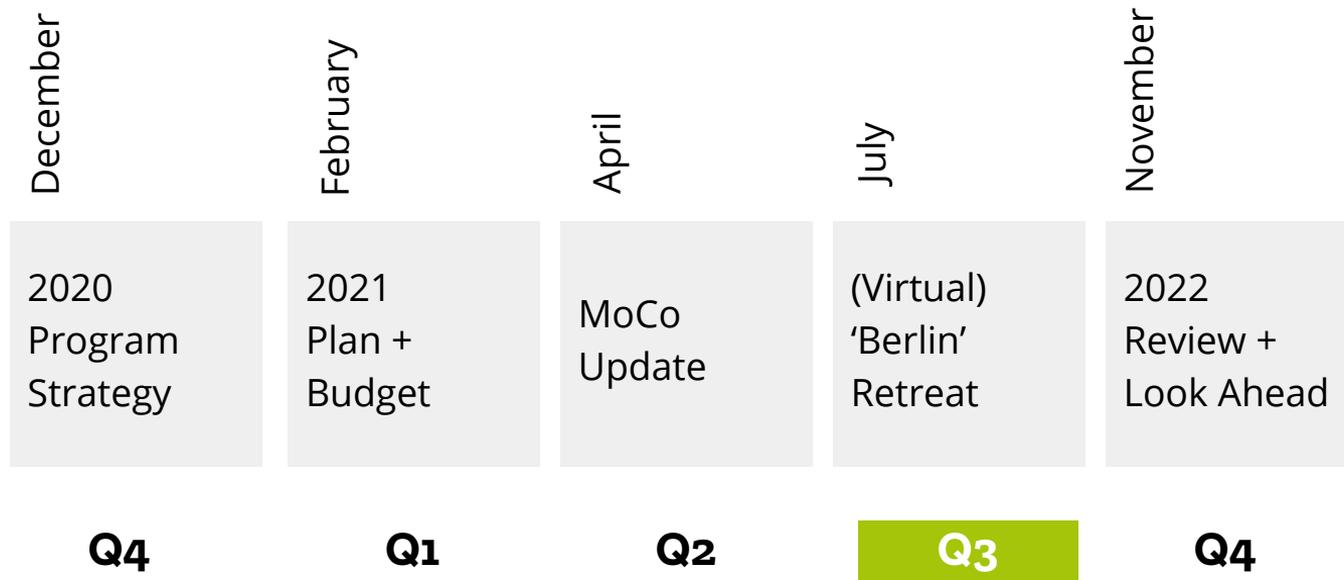


**moz://a**

# Mozilla Foundation Board Meeting

July 20-22, 2021

# 2021 board workflow



# Agenda

1. Optimizing MoFo's strategic plan
2. MoFo updates
  - a. Movement building *(OKR4)*
  - b. Trustworthy AI *(OKRs 1 - 3)*
3. Board business



update

# Optimizing MoFo's Strategic Plan

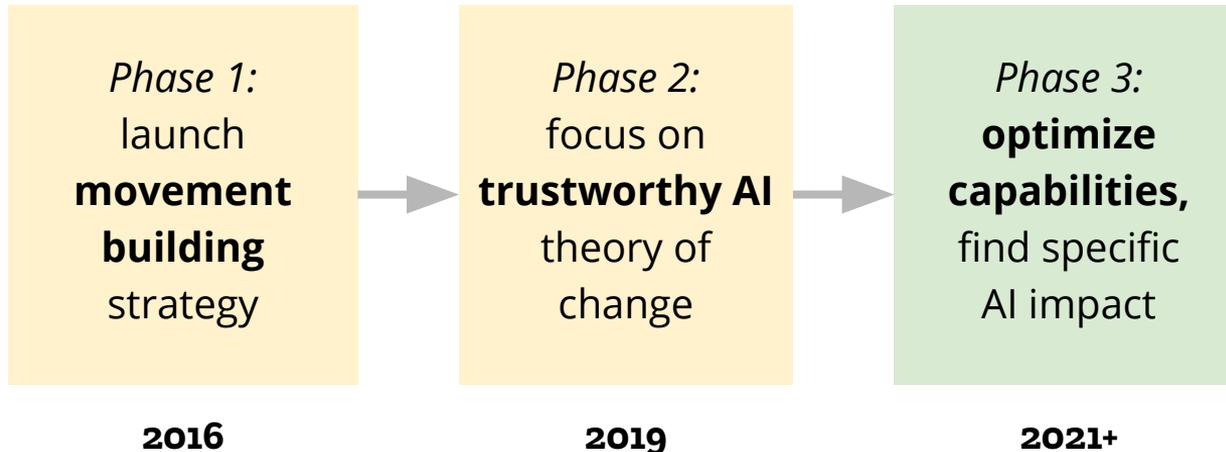
# The big picture

- We're **5 years into the current strategic plan**, which charged MoFo with fueling the global movement of people and orgs creating a healthier digital world.
- We need to update the documentation that describes this strategy to reflect how we are **optimizing and evolving our approach** based on what we've learned so far.
- We started this update 18 months ago. Most of it is done (AI theory of change, 3 year arcs, OKRs). But we need to finish it (summary + operating plans and metrics).
- With this in mind, we will **produce an updated MoFo strategic plan by the end of 2021** that refreshes our story and pulls together all the work from the past two years.

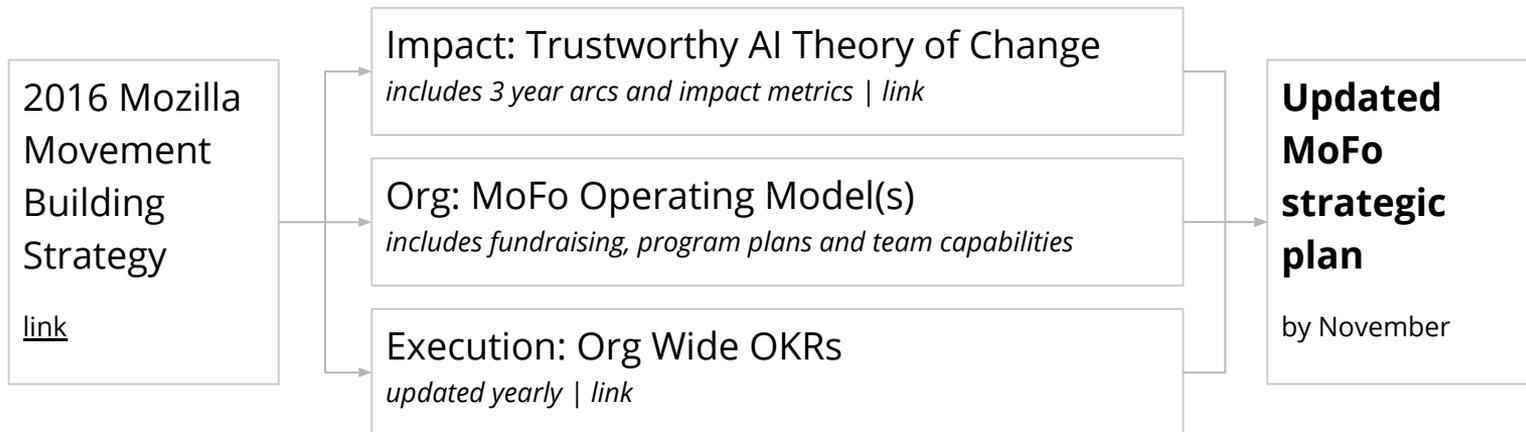


# Where are we?

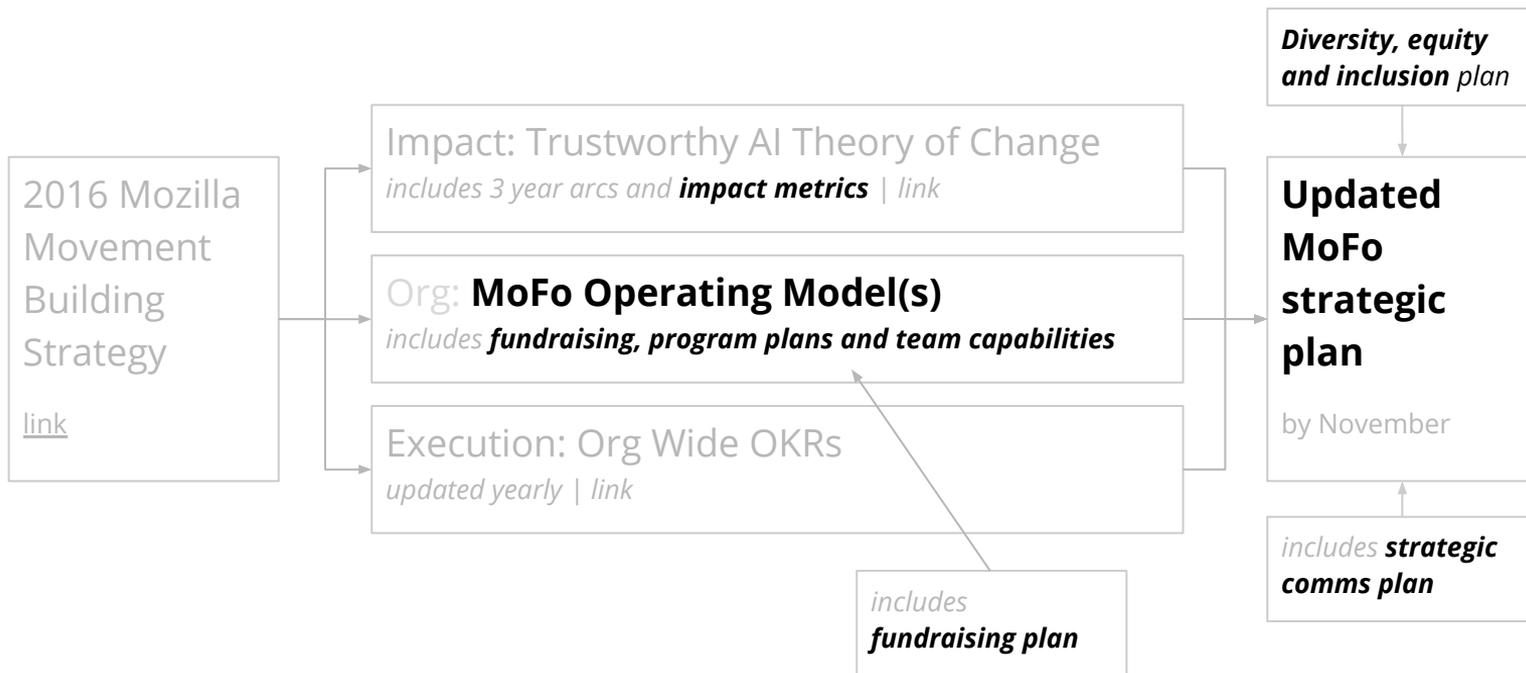
We are in the **final phase** of rolling out our **internet health movement building** strategy ...



# Updating our (written) plans



# Updating our (written) plans in 2021



# Why do this now?

1. **Alignment:** our strategic planning docs are outdated. We need an **updated plan that describes our common purpose**, allowing teams to move in the same direction.
2. **Comms:** we need **clear and inspiring foundational messaging** to communicate who we are, why it matters, what we're doing and how to work with us.
3. **Transparency:** related, we need to **be clear about our plans for teams and the movement** to know what we're working on and how decisions are being made.
4. **Impact:** we need a way to **determine whether we are having an impact**, both for resource decisions and to attract funding, partners, credibility, etc.
5. **Sustainability:** we need to tweak our programs so that **revenue naturally flows from how we work**, giving us resources to grow and/or to sustain economic downturns.



# Why focus on an operating model?

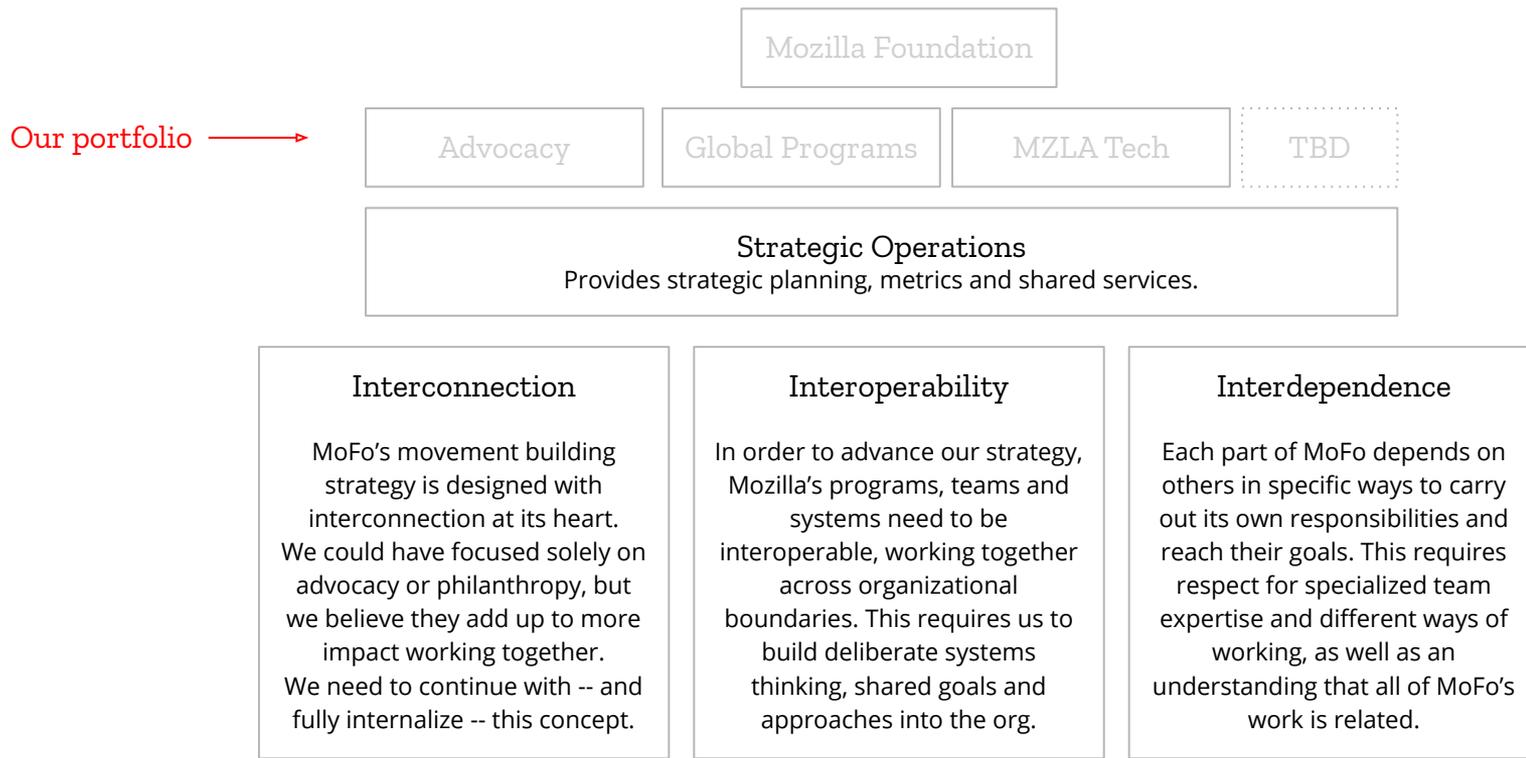
- MoFo has **matured a great deal in the last 5 years**. We're at a good juncture to look at what's working, hone our model and tee ourselves up for the next leg of our journey.
- After a number of years of steady improvement, we have a **solid foundation on which to build** an even more sophisticated, efficient and impactful org.
- Additionally, the **pandemic has forced us to think about how we work** - and has shone a light on how our operating model directly relates to the health of our org culture.
- It is important that we collectively document how we work, what values are important to us and what systems to use. And then, to **map out a plan to assess and grow the capabilities we need to accomplish our goals** over the next few years.
- An **updated operating model** will help us make better decisions, increase engagement, ensure financial sustainability, and achieve the outcomes set out in the TOC.



# What is MoFo's operating theory?

- A portfolio approach - the main activities of which are advocacy and philanthropy
  - With **interconnection, interoperability and interdependence at the core**
- Enduring and responsive
- Enables movement building
- Ensures rigour, excellence and compliance
- Encourages and facilitates play, creativity, and experimentation

# Our portfolio approach



# What's in an operating model (MoFo)?

In the overall **operating model for MoFo**, we will describe:

- Overall operating theory
- Overview of **programs/activities, including interrelationships and service agreements across MoFo, as well as with its subsidiaries**
- Operating principles (values, capabilities, culture, etc.)
- Strategic operating plans for delivering services to various portfolios, including design of strategic operations teams and measures of success
- Overall MoFo funding plan (royalty + program specific fundraising)

Angela and her team are responsible for developing a document covering this scope. **We're sharing initial thinking on this today.**

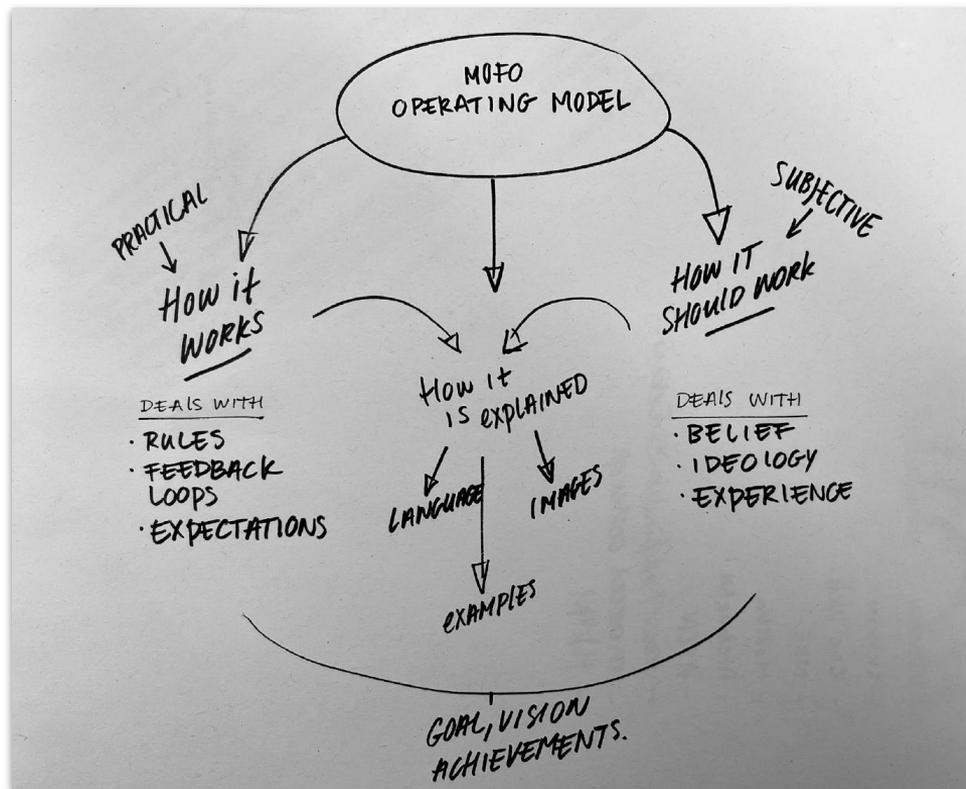
# What's in an operating model (per program)

In optimizing **operating models for Advocacy & Engagement and Global Programs**, we will describe:

- Vision + function within our movement building strategy
- Specific AI theory of change outcomes the group is focused on
- Program capabilities and resources needed to drive towards outcomes
- Team specific roles in service of the broader org (e.g. research or comms)
- People and teams needed to deliver these capabilities and roles
- Funding model (including how it integrates w/ programs)
- Meta team metrics and evaluation plans

Ashley (Advocacy & Engagement) and Bob (Global Programs) are responsible for developing a document covering this scope for their meta teams. **We'll look at these plans in November.**

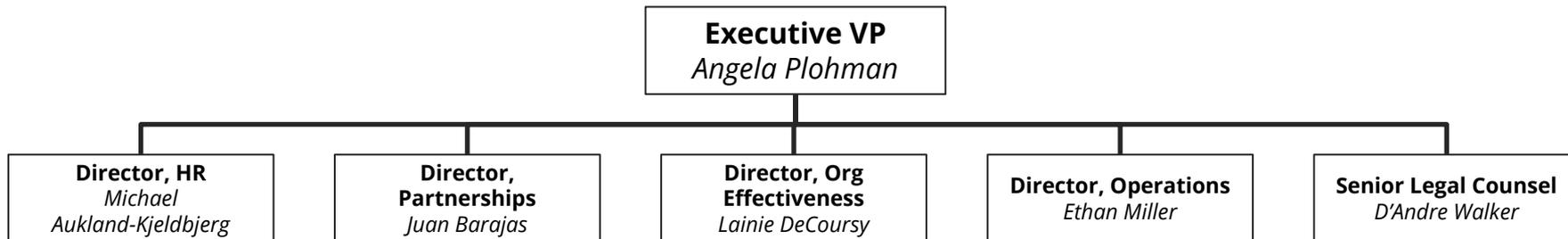
# Designing the operating model





# Strategic Operations Operating Model

# Strategic Operations 2021



*Focus:* ensure that MoFo has the **people, systems and capabilities** it needs to be a sustainable movement building organization. We are fit for purpose.

*Functions:* HR, Partnerships, Finance & Operations, Organizational Effectiveness, Legal

*Headcount:* 29 FTE | 2021 budget: \$8M (including exec director + fundraising team)

# Current state (Strategic Operations)

## Strengths

**Moved MoFo from a short-term to a long-term mindset**, as evidenced in strategic planning, fundraising, financial scenario planning, a dedication to org learning, DEI commitments, commitment to staff engagement.

**Built strong infrastructure from scratch** (key HR, Finance, Ops, Fundraising and Legal components such as policies and processes, specialized and high-performing teams, platforms fit for purpose).

Gained **operational autonomy from MoCo** over the last 5 years, and have systems and teams dedicated to MoFo's specific business needs.

**Building on foundations to provide best in class practices and programs**, aiming to lead through practice (undertaking extensive project on equitable compensation, organizing peer impact & learning roundtable).

Demonstrated **ability to be nimble and responsive in difficult times** (as seen during the pandemic). Teams and approaches can shift and adapt with ease to the moment.

# Current state (Strategic Operations)

## Challenges

Strat Ops is **currently perceived more as “supporting” rather than “driving”**. There is a desire for increased strategic thought leadership and partnership from all Strat Ops leaders.

**Some of the structural aspects of Strat Ops reflect an older version of the Foundation.** Some roles or parts of roles in other areas of the org might be better suited to live in the Strat Ops department, to increase efficiency.

All Strat Ops teams are very lean but very ambitious (and in high demand). **Concerns over under-resourcing in relation to growing needs of the org.** High engagement scores despite this, and do not want to disrupt.

**Some MoCo functions and infrastructure are still being utilized**, but it is crucial we further optimize and more clearly document these relationships.

**Formal succession plans does not exist** for the EVP, Strategy, Finance and Operations or Strat Ops Director roles. Need to ensure talent is being proactively grown and to develop a robust plan for continuity.

# Where next

- I am very proud of the work my teams have done in recent years. **Our systems all work. And we are enthusiastic to keep optimizing** them to take us where we are going next.
- A key piece of optimizing: our Strat Ops teams need to undergo an **identity shift, from excellent service providers to respected strategic partners**. We need to grow operational literacy and empower more distributed decision-making across the org. And we must be ready to grow with the opportunities that emerge as we have increasing impact.
- We have solid foundations in place. It's time to take the next, more sophisticated, steps to becoming best in class in all areas of its operations. **We can be leaders not only in relation to the content of our programmatic work, but also in *how* we work.**

# Strategic Operations Planning

Function	Work ahead
Human Resources	MoFo has done significant recruiting in 2021 (20% growth as of June). As we get more global and grow our ambition, HR capacity needs to grow. We also have to <b>decide whether we truly want to (or can) develop the capabilities to be a globally distributed workforce.</b>
Finance & Operations	Our finance functions have vastly improved in recent years, both in compliance and proactively supporting the business. Next steps include a focus on: <b>long-term financial planning, distributed budget ownership mapped to org priorities, and increased analysis to support decision-making.</b>
Organizational Effectiveness	We currently have an OKR dedicated to improving our ability to support data-informed decision-making. Our key first step: <b>transitioning from MoCo's CRM, and developing an evaluation and data strategy.</b> Becoming a more data-informed org will require a culture shift that happens over time.
Legal	In 2021, MoFo hired its first in-house Senior Counsel, dramatically decreasing reliance on MoCo. The work now is to <b>develop a legal infrastructure within the org</b> and help us work most effectively.
Fundraising	MoFo set a stretch goal to <b>double annual fundraising in 3 years.</b> While research suggests that orgs should adopt one funding model, MoFo is uniquely structured with two large and very distinct programs. We're working to implement an approach to most effectively raise money for each.



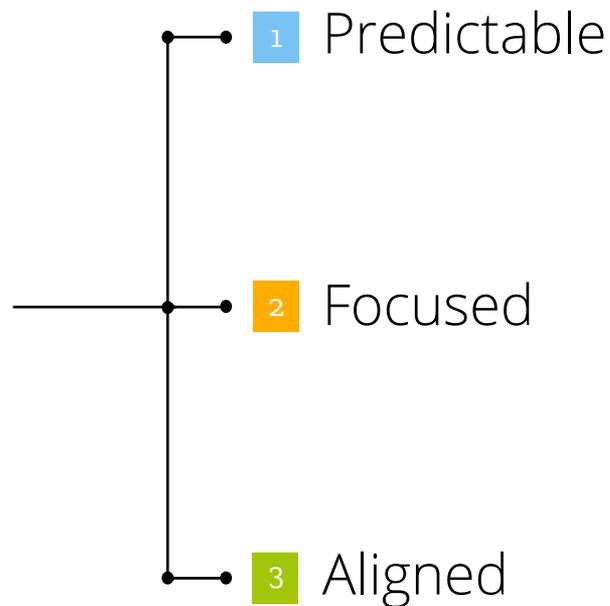
*Deep dive:*

# Fundraising

*Fundraising is one of the key areas where we're updating the 'strategic ops' operating model. We want to do a case study on it today to show you how we are working through these topics -- and to get your reaction to our emerging thinking in this area.*

# 3-Year Goal

Grow  
fundraising  
200  
%



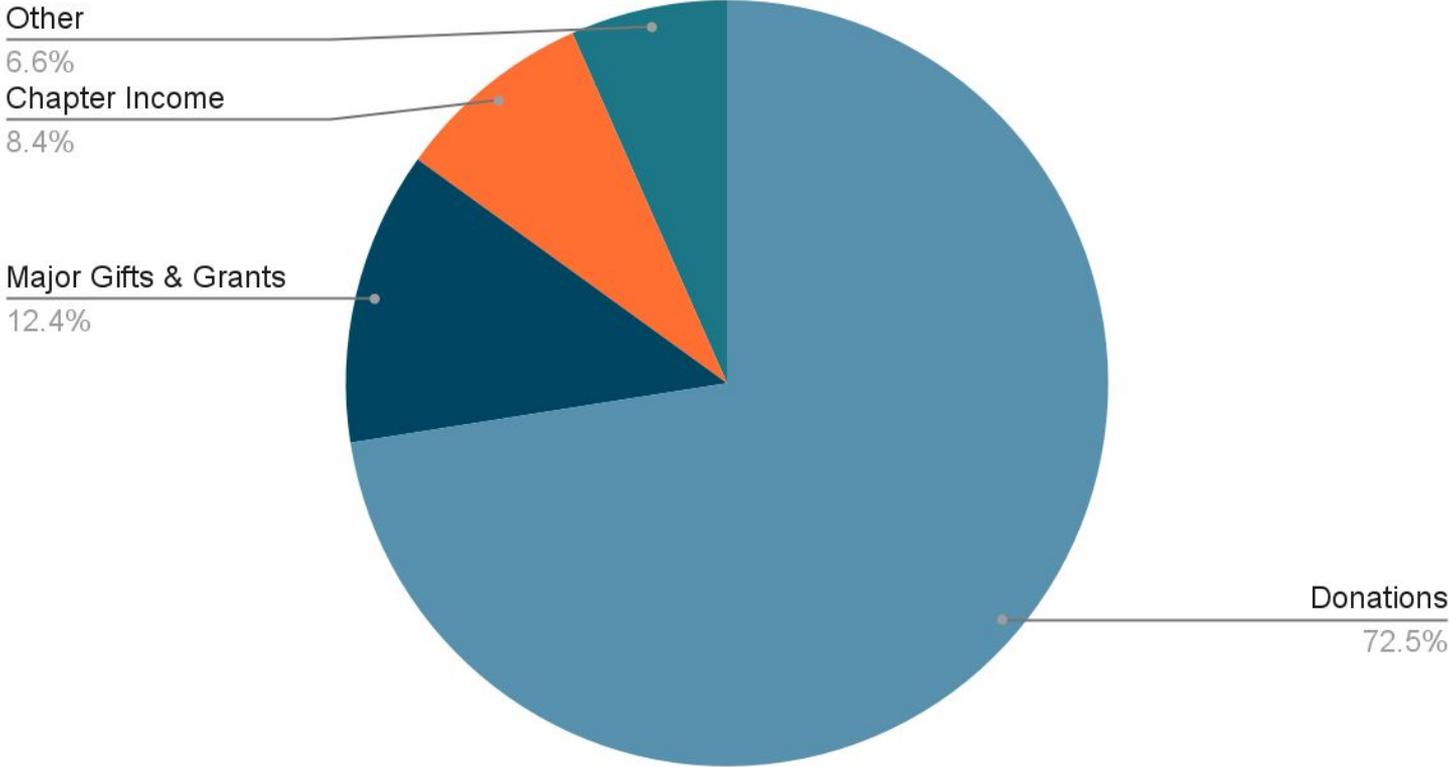
# Current

1. **Generic fundraising** capacity loosely tied to trustworthy AI strategy
2. Programs developed without specific funding models
3. Brand and trademark revenue not as effectively leveraged in relation to fundraising as they could be

# Future

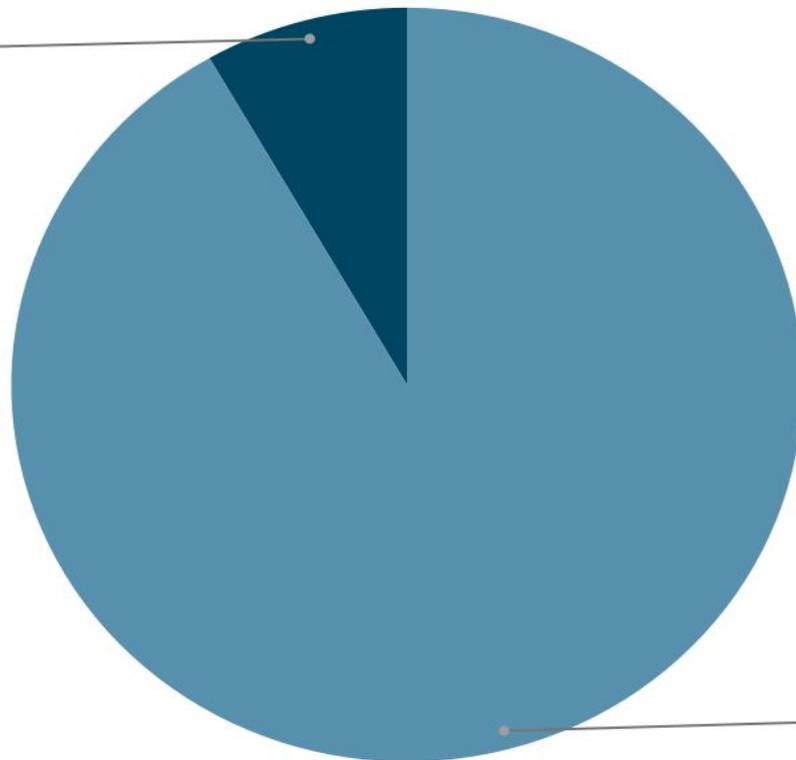
1. Hone **specific funding models for Global Programs and Advocacy**
2. Build fundraising capacity to secure each program's best-matched funds
3. Better leverage trademark revenue and brand for maximum returns

# Wikimedia \$112.9M Revenue



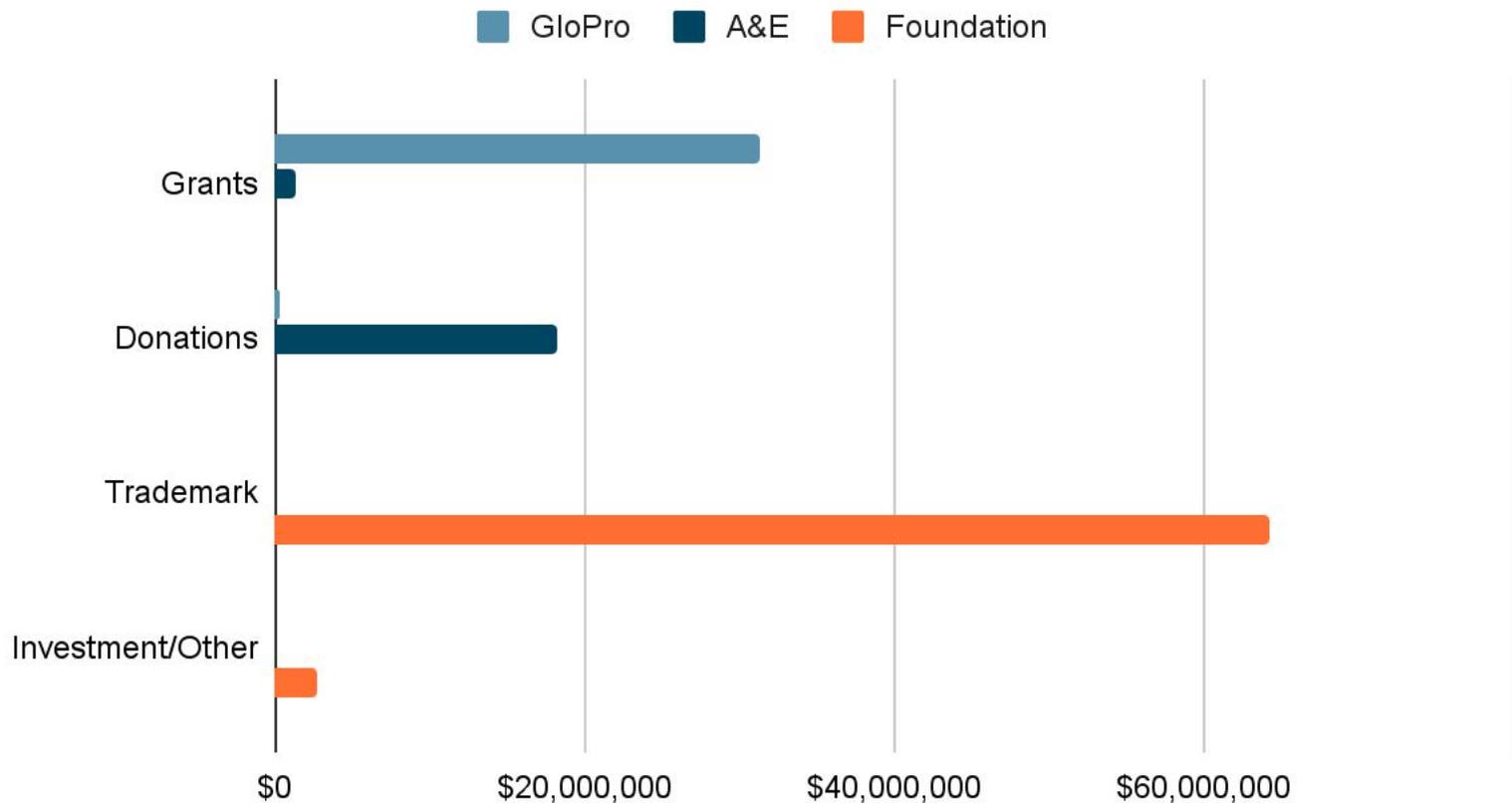
# Charity: Water \$90.1M Revenue

Events  
8.3%



Donations  
91.7%

# MoFo Revenue 2016-20



# Global Programs Funding Model

## ***Funding Aggregator***

Pool outside grant funds with our own by making a strong case for increased impact and effectiveness through aggregated grantmaking

## Advocacy & Engagement Funding Model

# ***Heartfelt Connector***

Appeal for individual donations of all sizes  
from a growing list of supporters  
by meaningfully engaging them with our cause and work

# Next steps

- The deep dive into fundraising gives a **glimpse of what I will be doing** with each of the five Strategic Operations teams between now and the end of this year.
- Next steps: **each Strat Ops team will assess their capabilities and articulate plans** tied to the '3 year AI narrative arcs' and MoFo's overall operating theory.
- We will then take the learnings from this process and support a **similar undertaking by the Advocacy & Engagement and Global Programs teams.**

# Program Updates

Reminder:  
what we set out  
to do in 2021

# Reminder: where we're focused right now *(2021 objectives)*

1. **Test AI transparency best practices to increase adoption** by builders and policymakers.
2. **Accelerate equitable data governance alternatives** to advance trustworthy AI.
3. Accelerate the impact of people working to **mitigate bias in AI**.
4. **Partner with diverse movements** at the intersection of their primary issues and trustworthy AI.
5. Enhance our organizational capabilities to **support more data-informed decision-making**.

*See full list of OKRs including updates in appendix A.*



Short term outcomes  
(1-3 years)

Medium term outcomes  
(3-5 years)

Long term outcomes  
(5+ years)

Long term impact

Best practices emerge in key areas of trustworthy AI, driving changes to industry norms.

Engineers, product managers, and designers with trustworthy AI training and experience are in high demand across industry.

Diverse stakeholders — including communities and people historically shut out of tech — are involved in the design of AI.

There is increased investment in and procurement of trustworthy AI products, services and technologies.

## Shifting industry norms

The people building AI increasingly use trustworthy AI guidelines and technologies in their work.

More foundational trustworthy AI technologies emerge as building blocks for developers.

Transparency is included as a feature in more AI enabled products, services, and technologies.

Entrepreneurs develop — and investors support — alternative business models for consumer tech.

The work of artists and journalists helps people understand, imagine, and critique what trustworthy AI looks like.

## Building new tech and products

Trustworthy AI products and services are increasingly embraced by early adopters.

Trustworthy AI products and services emerge that serve the needs of people and markets previously ignored.

Consumers are increasingly willing and able to choose products critically based on information regarding AI trustworthiness.

Citizens are increasingly willing and able to pressure and hold companies accountable for the trustworthiness of their AI.

A growing number of civil society actors are promoting trustworthy AI as a key part of their work.

## Generating demand

Consumers choose trustworthy products when available and demand them when they aren't.

Governments develop the vision, skills, and capacities needed to effectively regulate AI, relying on both new and existing laws.

Progress towards trustworthy AI is made through wider enforcement of existing rules like the GDPR.

Regulators have access to the data and expertise they need to scrutinize the trustworthiness of AI in consumer products and services.

Governments develop programs to invest in and incent trustworthy AI.

## Creating regulations and incentives

New and existing laws are used to make the AI ecosystem more trustworthy.

## Agency

All AI is designed with personal agency in mind. Privacy, transparency, and human well-being are key considerations.

In a world of AI, consumer technology enriches the lives of human beings.

## Accountability

Companies are held to account when their AI systems make discriminatory decisions, abuse data, or make people unsafe.

# Movement Building Update

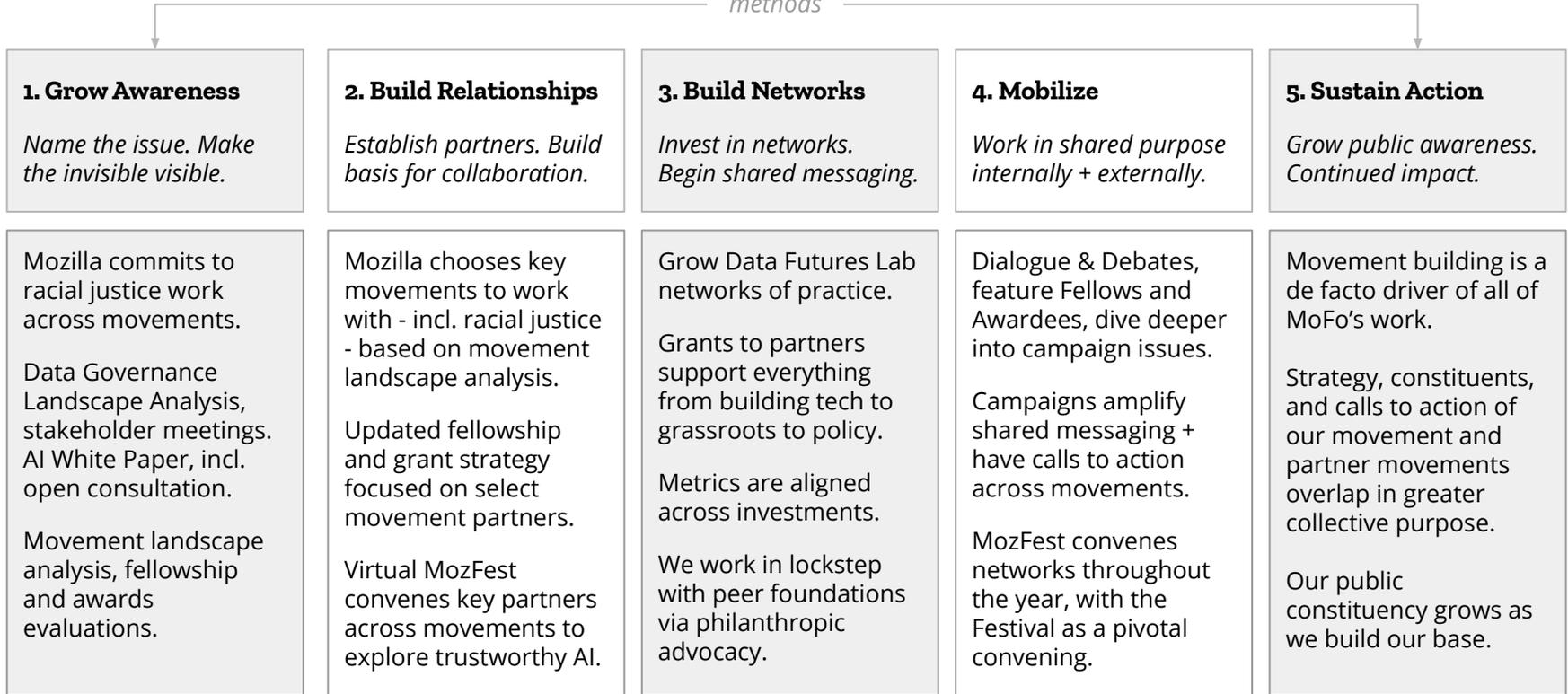
(okr4)

*“Developing a trustworthy AI ecosystem will require a major shift in the norms that underpin our current computing environment and society. [...] The best way to make this happen is to work like a movement: collaborating with citizens, companies, technologists, governments, and organizations around the world. With a focused, movement-based approach, we can make trustworthy AI a reality.”*

*Mozilla Trustworthy AI Whitepaper*

# movement building methodology *(examples)*

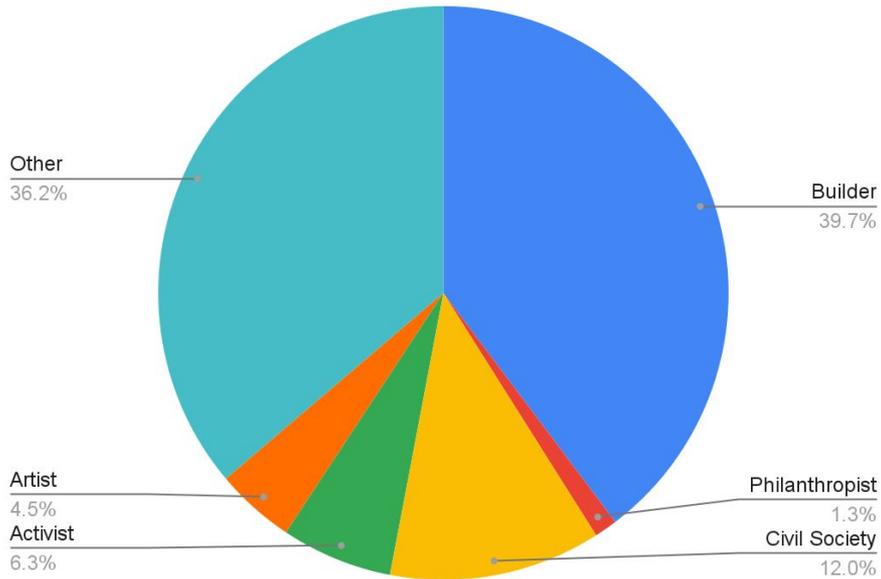
*methods*



*examples - cross movement collaboration*



# Case study: movement building + MozFest

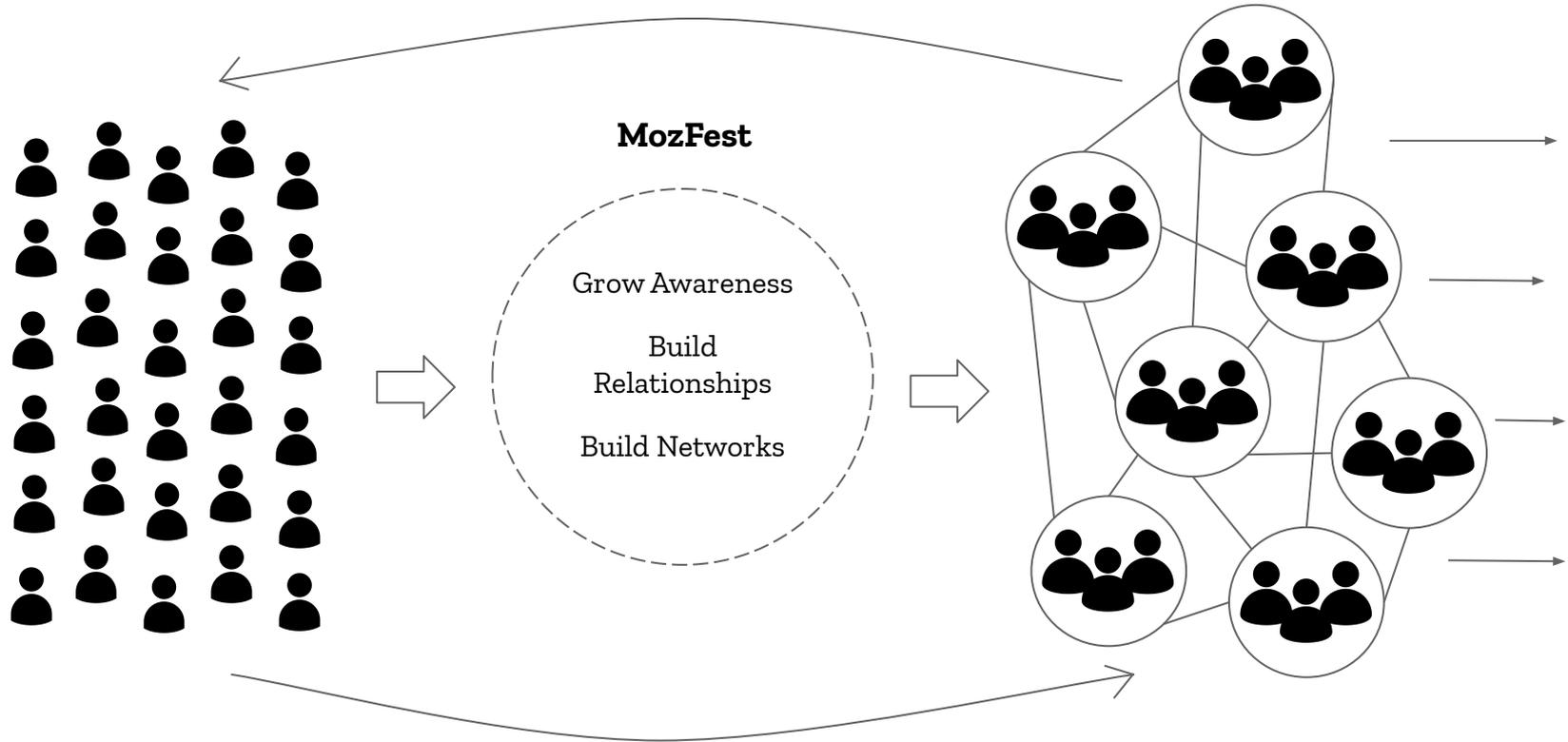


**As an event + platform, MozFest brings the movement building trajectory to life.**

In 2021, 9800+ people participated in our first virtual MozFest. Participants were a microcosm of Mozilla's network - builders, philanthropists, civil society actors, activists, and artists.

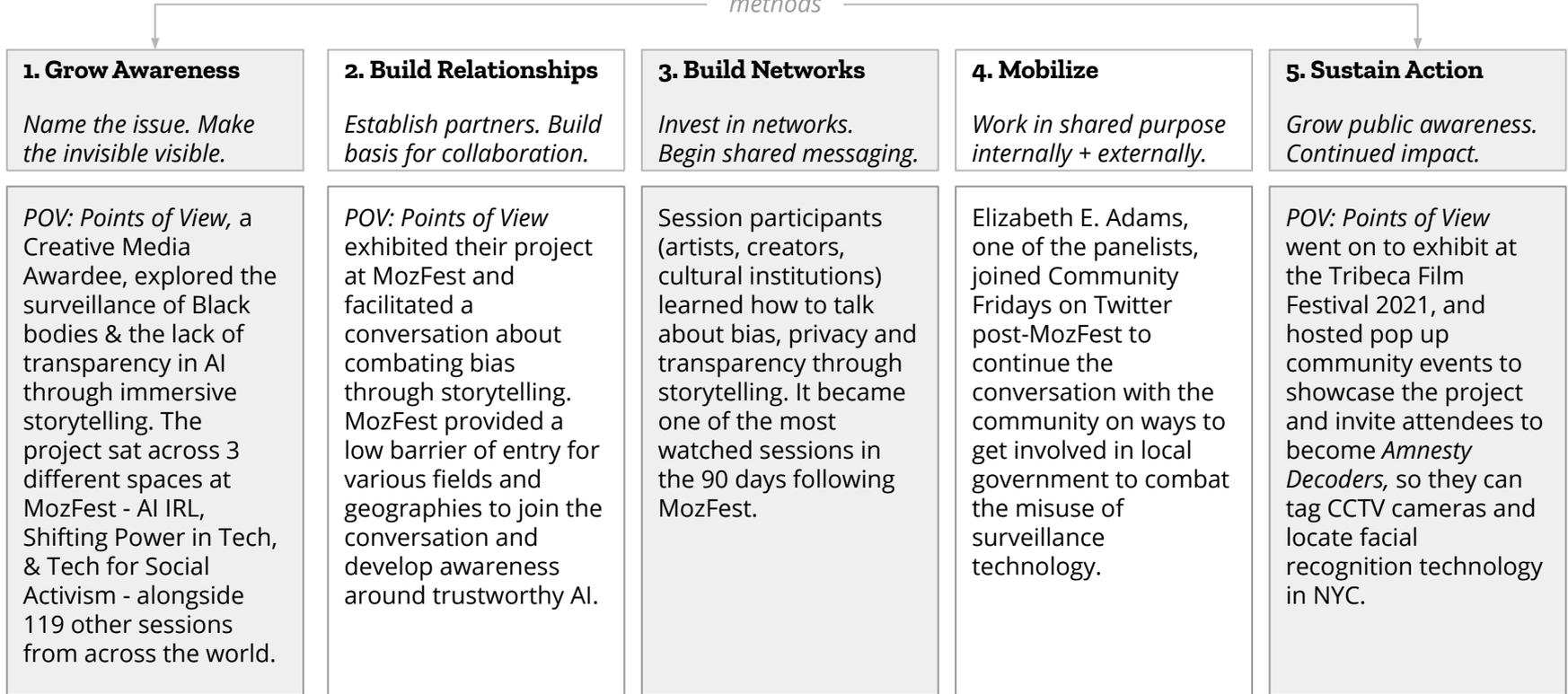
More than 85% of these were first-time attendees, joining a trusted, est'd network in exploring issues Mozilla cares about - bias in AI, transparency, data stewardship, etc., adding new energy, bringing new perspectives + catalyzing important work.

# Case study: movement building + MozFest



# Case study: MozFest + transparency

methods



examples - cross movement collaboration



# growing across movements: *partnering with diverse movements*

2021	2022	2023	Outcomes
<p>Grantees across initiatives (CMA, DFL, etc.) explore bias, transparency, and data stewardship through many movement lenses.</p> <p>The movement landscape analysis is finalized, helping Mozilla more effectively select and work with both movement partners and funding partners.</p> <p>Mozilla makes organizational commitments around sustainability and racial justice and also recommits to open practices as a defining value.</p>	<p>Updated fellowship and awards strategy focuses on and supports partners across movements.</p> <p>MozFest convenes key partners across movements to explore trustworthy AI.</p> <p>Advocacy campaigns amplify shared messaging and have calls to action across movements.</p> <p>The operational model work reifies Mozilla's commitment to interoperability, internally and across movements externally.</p>	<p>Movement building is a defacto driver of all of MoFo's work, changing how we understand the organization.</p> <p>Mozilla works in lockstep with peer foundations via philanthropic advocacy.</p> <p>The strategies, calls to action and constituents of our movement and those of our partner movements overlap in greater collective purpose.</p> <p>MoFo's public constituency grows as we build our base.</p>	<p>STO 3.4: Growing number of civil society actors promote trustworthy AI in their work.</p> <p>STO 1.1: Best practices emerge trustworthy AI, driving industry norms.</p> <p>STO 1.3: Diverse stakeholders, including people shut out of tech, involved in design of AI.</p> <p>STO 2.4: Artists and journalists help people understand, imagine, and critique trustworthy AI.</p>



# growing across movements: *partnering with diverse movements*

2021

## Progress + Challenges

Grantees across initiatives (CMA, DFL, etc.) explore bias, transparency, and data stewardship through many movement lenses.

9 Creative Media Awardees are working on projects exploring racial justice, transparency, and/or bias. Most CMA projects are scheduled to launch in Q3, using art & journalism to help people understand, imagine, and critique AI. Work also continues on the 3 DFL projects, both independently and collaboratively as a grantee cohort.

The movement landscape analysis is finalized, helping Mozilla more effectively select and work with both movement partners and funding partners.

In H2, we will finalize the landscape analysis and socialize its contents across the org, seeking feedback from teams + workshopping ways the partnership guidance the document offers can impact work across the org.

Mozilla makes organizational commitments around sustainability and racial justice and also recommits to open practices as a defining value.

The F&A evaluation process has shown us how committing to guiding values can be a powerful unifying force internally and can lead to more focused, impactful work externally. The operational model work will explore these commitments across the organization.

# Trustworthy AI Updates

(okrs 1 - 3)

*“We can imagine a world where AI is more trustworthy: AI-driven products and services are designed with human agency and accountability from the beginning. Working together, we believe industry, civil society, and governments can make this happen.”*

*Mozilla Trustworthy AI Whitepaper*



## Mitigating bias

*We want to work with builders to develop tools and best practices to mitigate bias and discrimination in AI. And, we want to work with artists, journalists and communities to imagine -- and create -- a world where AI-driven technology is more equitable and just.*

# bias in AI: *mitigate bias in AI*

2021

Mozilla supports leaders + orgs in testing promising approaches to mitigating bias in AI

Additional tools to mitigate bias emerge with support of additional philanthropic/private investments

Mozilla funds + drives participation in bias projects; tests this strategy to build broad awareness and action on AI

2022

Early bias detection tools begin to be used in industry to mitigate bias

Civil rights organizations increasingly call for the adoption of bias mitigation tools in their campaigns + policy recommendations

Policies requiring use of debiasing tools/processes gain traction

2023

Developers have easy access to tools to root out and fix bias in AI, they routinely use them

Narratives shift, the public is keenly aware and watching for AI bias as a result of art + mov't partnerships

Accountability mechanisms re bias AI a feature of laws and company policies

Outcomes

STO 1.3: Diverse stakeholders, including people historically shut out of tech, are involved in design of AI.

STO 2.4: Artists and journalists help people understand, imagine, and critique trustworthy AI.

STO 3.3. Citizens are increasingly willing and able to pressure and hold companies accountable for the trustworthiness of their AI.

# Case study: Common Voice tackles AI bias



MoFo's new stewardship of the Common Voice project is **driving investment** and **grassroots participation** to mitigate bias in voice-enabled technology.

We secured \$4m in private/public funding from Gates Foundation, GIZ, and NVIDIA.

In 2021, we're focusing on: building the Kiswahili data set, increasing the gender/accent diversity across all languages, and developing a metadata industry standard for accents.

# bias in AI: increasing investments in tools to mitigate bias in AI

2021

## Progress + Challenges

Mozilla supports leaders + orgs in testing promising approaches to mitigating bias in AI

*Progress:* we've directed funding towards fellows + projects related to AJL 'bias bounty' (\$230k), Creative Media Awards focused on bias (\$266k), and many MozFest sessions.  
*Challenge:* we are working with leaders from affected communities who are in our own networks. We have work underway to expand our outreach + collaborators.

Additional tools to mitigate bias emerge with support of additional philanthropic/private investments

*Progress:* Common Voice secured \$4m in funding from private/philanthropic funds.  
*Challenge:* MoFo is relatively new to the area of AI bias mitigation, we need to expand our networks and view. Project to map bias and run a challenge around bias mitigation tools (Harvard + Stanford) will accelerate our impact in this space.

Mozilla funds + drives participation in bias projects; tests this strategy to build broad awareness and action on AI

*Progress:* we are using our supporters base + marketing capacity to grow the Common Voice data set. We will drive participation in Creative Media Awards in Q3.  
*Challenge:* early experiments show strong interest in participatory efforts around bias; next, we'll do more to understand how to sustain and scale these projects for impact.



## Data stewardship

*We want to develop legal and technical models that 'reverse the direction of consent' and shift the power dynamic around data. We believe that, if made workable, concepts like data trusts and data co-ops could become a major building block of trustworthy AI.*

# data stewardship: *accelerating equitable data governance alternatives*

2021	2022	2023	Outcomes
<p data-bbox="131 323 498 426">Data stewardship prototype projects up and running</p> <p data-bbox="131 470 484 609">Initial infrastructure projects seed work in diverse communities and geographies</p> <p data-bbox="131 653 465 756">Success criteria for data stewardship projects shared widely</p> <p data-bbox="131 800 459 936">Regulatory jurisdictions engage with Mozilla on topic of collective data rights for users</p>	<p data-bbox="575 323 919 426">The most successful prototypes attract users, press, attention</p> <p data-bbox="575 470 958 680">DFL Infrastructure grants result in remixable building blocks and frameworks, accelerating innovation across geographies and sectors</p> <p data-bbox="575 723 942 865">Policy makers endorse the idea of data rights collectives, Mozilla and others step into this space</p>	<p data-bbox="1025 323 1377 465">Innovators - including Mozilla - start building on infrastructure and prototypes we seeded</p> <p data-bbox="1025 508 1335 647">Data collectives grow membership, driving companies to improve products and services</p> <p data-bbox="1025 691 1354 794">Data stewardship innovations fuel growth of trustworthy AI</p>	<p data-bbox="1450 323 1740 437">STO 2.1: More foundational trustworthy AI tools emerge as building blocks for developers.</p> <p data-bbox="1450 492 1740 634">STO 3.2: Consumers are increasingly willing and able to choose products critically based on information re: AI trustworthiness.</p> <p data-bbox="1450 694 1740 809">STO 4.1: Governments develop the vision, skills, and capacities needed to effectively regulate AI.</p>

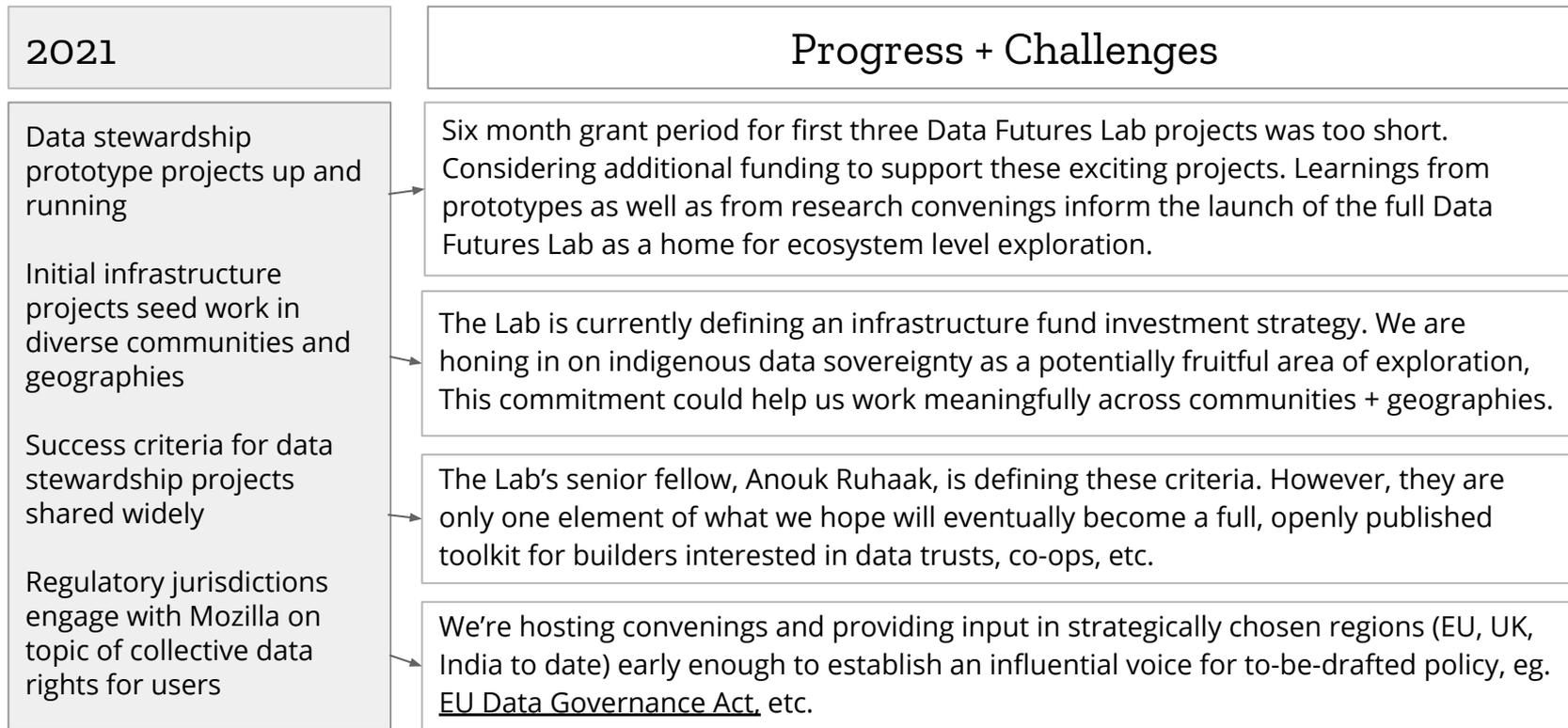
# Case study: innovation via grantee collaboration



Data Futures Lab grantee partners **Consumer Reports** (US-based) and **Worker Info Exchange** (EU-based) came into the DFL separately working on data access requests in different jurisdictions.

As a result of being in the cohort together, they are now seeking to **collaborate on their data requests**. They will compare data sets on behalf of Uber drivers and consumers under both the CCPA in California and the GDPR in the European Union. With a next round of funding from us, they will also **explore the possibility to automate their requests**.

# data stewardship: accelerating equitable data governance alternatives





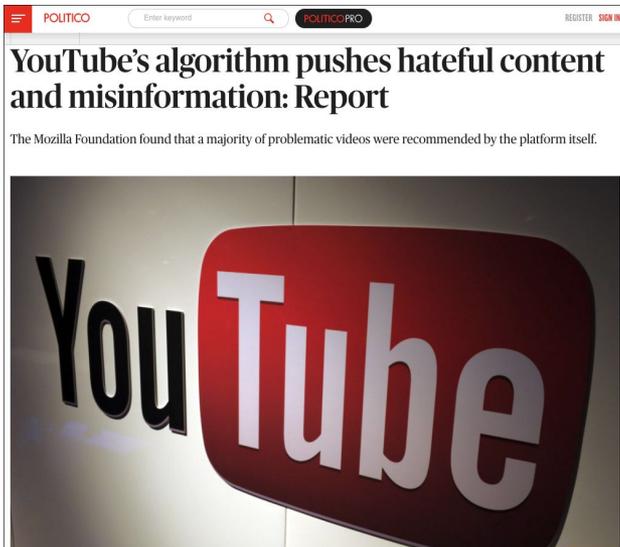
## Transparency

*We want to drive transparency at two levels: a. making widely used platforms more transparent to researchers and policymakers; and b. developing design patterns that make it easier for end users to understand and control automated systems.*

# AI + transparency: *defining best practices in order to increase adoption*

2021	2022	2023	Outcomes
<p>Mozilla defines meaningful transparency to spur action by builders + policymakers</p> <p>Mozilla + partners develop and test transparency features in consumer tech</p> <p>Mozilla works with public to collect data and evidence to advance policies for transparency of AI-enabled systems <i>(start in EU)</i></p>	<p>Additional transparency features developed by builders + tested in products</p> <p>Consumers pressure tech companies to integrate proven transparency features, driven by data donations, campaigns, + *Privacy Not Included</p> <p>Researchers + civil society collaborations shape policy agenda; policies mandating transparency gain traction</p>	<p>Differences (or gaps) in tech transparency features rated in PNI</p> <p>High-use consumer tech tools have robust explainability features for end consumers</p> <p>Professional networks develop transparency resources for AI builders</p> <p>Platform regulations include AI transparency mandates</p>	<p>STO 1.1 Best practices emerge in key areas of trustworthy AI, driving changes to industry norms.</p> <p>STO 2.2: Transparency is included as a feature in more AI enabled products, services, and technologies.</p> <p>STO 4.3: Regulators have access to the data and expertise they need to scrutinize the trustworthiness of AI in consumer products.</p>

# Case study: pushing for platform-level transparency

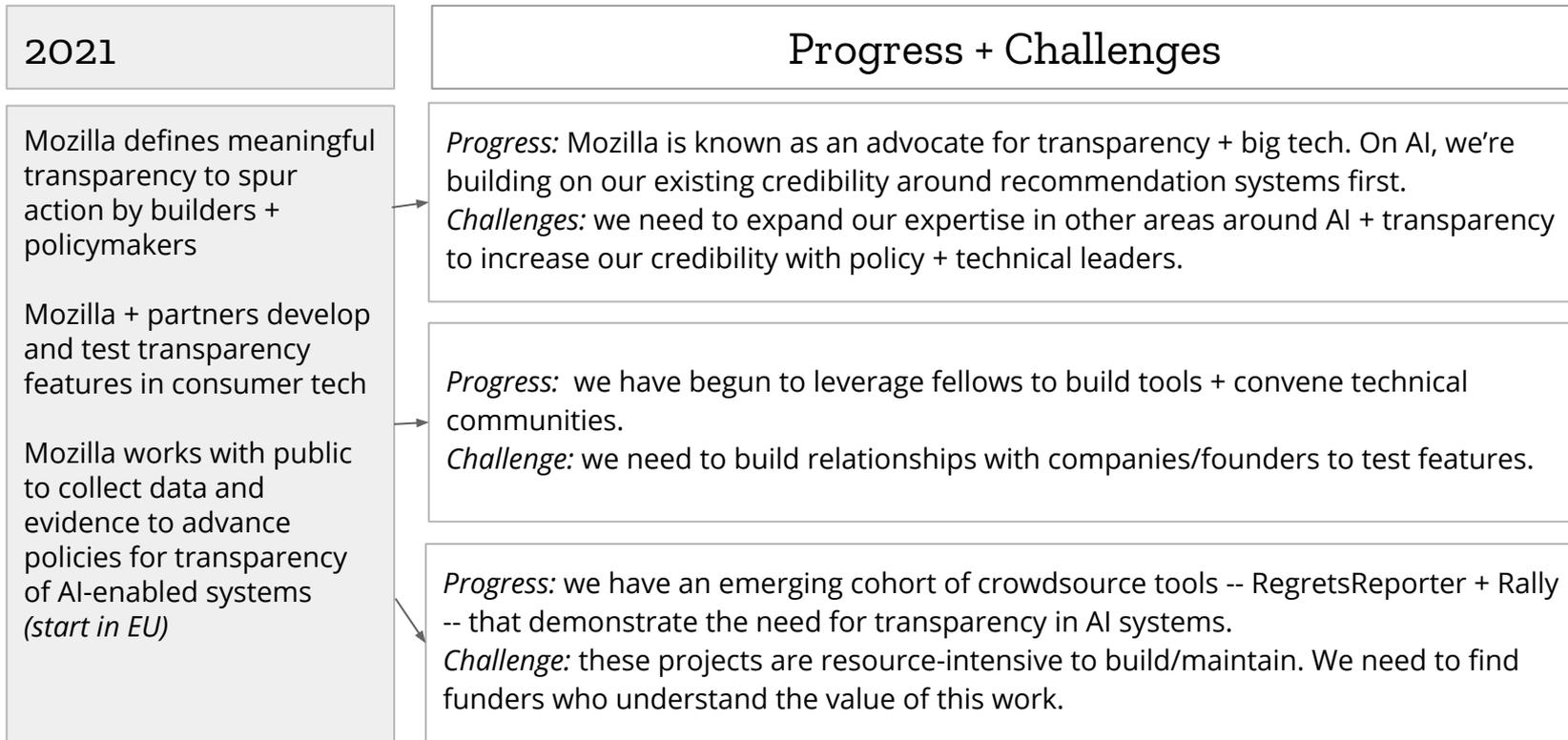


We developed the RegretsReporter initiative to show the need for **more transparency in consumer tech**.

The RegretsReporter extension **collected YouTube recommendation history from 37k volunteers** over 10 months. Research based on this data was released this month, generating media in 15 countries.

The research was designed in part to influence the DSA policy debate in the EU. It **points out a gap related to DSA Article 29 on recommendation systems** for large platforms. As currently drafted, platforms would not be required to provide platform-level transparency. We believe that they should be required to do so.

# AI + transparency: *defining best practices in order to increase adoption*



# Board Business

decisions

# Board business

1. Approve minutes from April 2021 board meeting
2. 2020 Financial Audit
3. Upcoming board business by email
  - a. Gift Acceptance Policy
  - b. Grants for approval



*Appendix A*  
OKR Update

# OKR 1: AI transparency

**Objective: Test AI transparency best practices to increase adoption** by builders and policymakers.

<i>Key result</i>	<i>Target</i>	<i>Progress</i>	<i>Notes</i>
100 AI practitioners publicly endorse Mozilla's AI transparency best practices.	100	0	Developing specific recommendations for content recommendation systems for first endorsement opportunity.
25 citations of Mozilla data/models by policymakers or policy influencers as part of AI transparency work.	25	9	RegretsReporter research published resulted in 5 citations.
5 pieces of research that envision what meaningful transparency looks like for consumers.	5	2	Launched two reports that center on advertising transparency: TikTok and YouTube Regrets + other projects in development.

# OKR 2: data stewardship

**Objective: Accelerate equitable data governance alternatives** to advance trustworthy AI.

<i>Key result</i>	<i>Target</i>	<i>Progress</i>	<i>Notes</i>
7 projects tested with real users to identify building blocks for viable data stewardship models.	7	3	3 projects that were part of the DFL Proto Lab cohort are wrapping up; sketching out the next phase of grantmaking.
5 regulatory jurisdictions utilize our input to enable collective data rights for users.	5	2	UK regulator workshop, Mathias testified in the European parliament, new language on 'data altruism' in EU parliament proposals. Outreach to the European Commission + MEPs on 2 more workshops on the Data Act / collective data rights.
6 stakeholder groups established as constituents of the Data Futures Lab.	6	5	Indigenous tech in Canada, research community, technical infrastructure groups, UK policy makers, and co-ops in the US.

# OKR 3: bias in AI

**Objective:** Accelerate the impact of people working to **mitigate bias in AI.**

<i>Key result</i>	<i>Target</i>	<i>Progress</i>	<i>Notes</i>
Increase the total investment in existing AI + bias grantees by 50%.	\$350K	\$39,750	Now identifying cohort-wide + individual investment options (examples: legal support, marketing/comms efforts, etc.).
50,000 people participate (share stories, donate data, etc.) in projects on mitigating bias in AI as a result of Mozilla promotion.	50,000	0	Upcoming Creative Media Awards, starting in Aug, will drive progress here; new content feature, "Breaking Bias" will feature projects and campaigns by mov't partners.
Pipeline of additional projects Mozilla can support to mitigate bias in AI established.	1	0	Analysis of 2020 investments complete; investment strategy recommendation planned for Nov.

# OKR 4: growing across movements

**Objective: Partner with diverse movements** at the intersection of their primary issues and trustworthy AI.

<i>Key result</i>	<i>Target</i>	<i>Progress</i>	<i>Notes</i>
Phase 1 Landscape analysis is complete and we have identified partner movements.	1	0	Updated analysis & transferred to online template; working w/ Reboot to integrate across org.
MoFo's African Mradi workstream centering local expertise is developed.	1	0	Africa Mradi landscape workshop nearly complete; Common Voice Kiswahili project launched & all fellows selected.
Synchronize internal operations to strengthen ability to strategically partner externally.	1	0	Sharing learnings to inform operating model and 2022 planning process.

# OKR 5: org effectiveness

**Objective:** Enhance our organizational capabilities to **support more data-informed decision-making.**

<i>Key result</i>	<i>Target</i>	<i>Progress</i>	<i>Notes</i>
2022 planning and budget decisions driven by systematic evaluation of our 2021 work.	1	0	Hired consultant to support strategic sequencing of monitoring, evaluation, learning and data system, including process to identify impact and movement-building indicators.
100% of teams have workflows and reports supported by our integrated CRM.	100%	0	Successfully shifted off MoCo's Salesforce; stabilizing SFNP and Cinchy for core donation and fundraising flows; documenting capability gaps and needs.
Data analysis completed to identify approaches for converting 'subscribers' to first time donors.	1	0	6 tests complete and H1 (overall) fundraising goal achieved.

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# Mozilla Foundation Board Meeting

July 20-22, 2021