Mozilla Foundation Board Meeting

November 17, 2021

2021 board workflow

February	April	July	November	February
2021 Plan + Budget	MoCo Update	(Virtual) 'Berlin' Retreat	2021 Review + Look Ahead	2022 Plan + Budget
Q1	**Q2**	**Q3**	**Q4**	**2022**
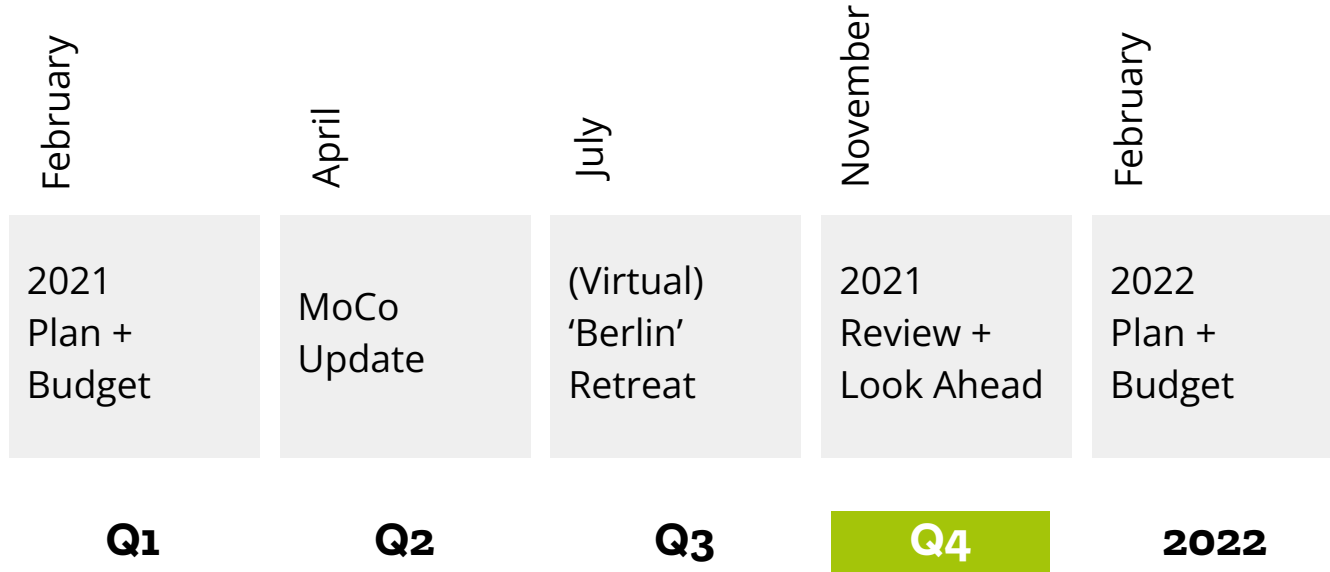
Agenda

Nov 17

1. Board business

2. MoFo Programs

   a. *2021 progress*

   b. *REBA + 2022*

3. Executive session

Board
Business

Board business

1. Approve July 2021 board minutes

2. Grants for approval

   a. *Drivers Cooperative*
   b. *Drivers Seat Co-op*
   c. *Digital Democracy*
   d. *PLACE*
   e. *Digital Green*
   f. *Numun Fund*

3. Gift Acceptance Policy

4. Program Committee Charter Update

Data Futures Lab Grants $100,000 USD each

The Drivers Cooperative, a platform coop with 3,800 drivers in NYC will develop bylaws and an operating manual to guide stewardship of the Cooperative's data.

Driver's Seat Cooperative will engage drivers in a community driven design process to create a "Minimum Viable Data Governance" framework.

Digital Democracy's Mapeo enables communities to document, manage and publish digital maps related to environmental and human rights violations. Their project will revamp the UX, drawing from collaborative research and design.

PLACE builds and maintains data infrastructure in the public interest and is building a data trust to be financially sustainable and bind users to ethical use principles.

Digital Green's project FarmStack will build better informed consent for small-scale farmers in India, required by Indian data protection laws.

Numun Fund

The Numun Fund is an initiative that aims to seed, resource, and sustain a feminist technology ecosystem led by and for the global south/global majority.

Mozilla will provide **core operational support to the Numun Fund at $150,000 per year for two years.**

Similar to NetGain, this funding will position **Mozilla as part of a core collaborative of funders who will contribute to:** a growing network of feminist tech activists in the global south; increasing capacity, collaboration and resources for communities most often impacted by bias and opacity in tech platforms, algorithms, and the use/collection of data; advocacy strategies by feminist, women's rights and women, queer, non-binary and trans-led organisations, activists and social movements; well-resourced new feminist tech frameworks.

Gift Acceptance Policy

Outlines **how philanthropic gifts are considered, accepted, and administered** within Mozilla.

Broad considerations that guide Mozilla's efforts to solicit and accept gifts, agree to gift terms, recognize donors, and manage funds, include: supporting Mozilla's purposes; adhering to org values; avoiding conflicts of interest; ensuring alignment, administrability, and autonomy.

The policy allows Mozilla to be thoughtful about the kinds of gifts we accept or not and provides a layer of guidance for gifts that might harm Mozilla's reputation.

Why now? Mozilla's **newly hired legal counsel believes policies of this kind are best practice** and not something we have had in place up to this point.

Program Committee

The Program Committee currently serves as an informal sounding board to MoFo execs.
We propose that we **expand the Committee's scope to include**:

- Review yearly program OKRs and budget, for final approval by the Board *(starting in 2023)*
- Monitor MoFo program progress, upleveling concerns to the Board if needed *(starting in 2022)*
- Approve grants within the scope of the current budget *(starting in 2022)*

We also want to increase the maximum number of Board members on the Committee from 4 to 6, and advisory members from 4 to 8.

These changes will **increase the amount and diversity of community involvement** in decision making about MoFo programs. They will also give the Board more time for Pan Mozilla topics.

MoFo
Programs

2021 in review

Over the past year, we focused on a **slow and steady deepening of our trustworthy AI work**, against the continued backdrop of the pandemic.

We fleshed out our **core AI themes -- transparency, bias and data governance** -- across our philanthropic and advocacy work, and in our public messaging.

We also invested in a **Racial Justice and Belonging Audit** and a Movement Landscape Analysis, both of which are major steps in transforming who we are and how we work.

This **sharpened focus helped us grow outside funding** to an estimated $9.3M, which is $1.9M over our budget target. MoCo revenue was also up $1.2M over our original budget number.

While AI programs continued apace and staff grew by 23%, we will be ~$5.9M under budget. Most of is from **Mradi, policy and fellowship activities that we're ready to move ahead in 2022**.

What we did 2021 *(OKRs)*

	Objectives	Results
Transparency	**Test AI transparency "best practices"** to increase adoption by builders & policymakers.	YouTube research expanded into broader play on recommendation AI best practices + policy.
Data Stewardship	Accelerate more **equitable data governance alternatives** to advance trustworthy AI.	Data Futures Lab 'proto' grants plus research established Mozilla as key voice in this space.
Bias	Accelerate the impact of people **working to mitigate bias** in AI.	MozFest, fellowships and awards used to connect to leading people in the AI bias and fairness field.
Movement Building	Strengthen **partnership with diverse movements to deepen intersections** between their primary issues and ours.	New partnerships established to expand Responsible Computer Science into HBCUs, and to explore connections between climate + AI.
Org Effectiveness	Enhance our **organizational systems and capabilities** to support more data-informed decision-making.	Transition to new MoFo CRM ecosystem completed, creating a foundation for more data driven org in 2022 and beyond.

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

2022 Preview

As we move into 2022, we **continue to mature our approach to trustworthy AI** -- and a commitment to following through in work we outlined on our narrative arcs.

We will continue to focus on the transparency, bias and data governance objectives we defined last year, but with new key results and activities for 2022. *(will bring in February, see appendix for preview)*

This includes rolling out activities we were getting ready to do in 2021: the **Africa Mradi, expanded AI policy work, new senior fellowships**. Also, the REBA action plan. *(see next slide)*

It will also include a sharpened audience focus, with all of our programs **increasing efforts to engage AI builders and policymakers**. We will also continue to work with civil society.

Finally, we will **invest even more deeply in data and infrastructure work** started in 2021, which will pay big dividends over time in both fundraising and movement building.

discussion: REBA + 2022 planning

We put a **significant focus this year on our Racial Equity and Belonging Audit**.

Broadly, the report raises concerns in three areas: racial equity and inclusion (e.g. women of colour as struggling at MoFo); staff and community involvement in decision making (e.g. defining our racial justice commitments); and power dynamics between MoCo / MoFo relationship (e.g. MoFo staff feel like second class citizens, are unclear where we do and don't have agency).

In 2022, we will develop a REBA action plan. While this will include immediate action in some areas, much of it will require a commitment to long term organizational and cultural change.

Discussion for Board and MoFo Execs: **what REBA topics should we tackle together in 2022 to set up enduring commitments to change?**

For reference:
list of REBA recommendations
and REBA findings summary.

Appendix A

2021 OKR Update

OKR 1: AI transparency

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

Key result	Target	Progress	Notes
100 AI practitioners publicly endorse Mozilla's AI transparency best practices.	100	0	The research portion of this KR is just beginning. Therefore, we are pivoting to include 100 builders in the research, which will be published in 2022.
25 citations of Mozilla data/models by policymakers or policy influencers as part of AI transparency work.	25	17	We are looking into a couple of services that can help us better track citations of our work so that we can better measure progress on this KR.
5 pieces of research that envision what meaningful transparency looks like for consumers.	5	4	PNI released its video call apps guide in Sept, with info about AI/ML-powered features. Several other pieces of research (YouTube User Control Study, TikTok Germany report) are in the pipeline.

OKR 2: data stewardship

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

Key result	Target	Progress	Notes
7 projects tested with real users to identify building blocks for viable data stewardship models.	7	3	Grants made and completed to 3 projects; on track to make 4 more grants in November.
5 regulatory jurisdictions utilize our input to enable collective data rights for users.	5	4	One more workshop planned for an audience of EU lawmakers at the end of Nov/early Dec. Might not secure input to one final jurisdiction before the end of the year (but working on it).
6 stakeholder groups established as constituents of the Data Futures Lab.	6	6	We engaged indigenous tech in Canada, research communities, tech infrastructure groups, UK policy-makers, and co-ops in the US as well as funders. We also started DFL community calls for builders.

OKR 3: bias in AI

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

Key result	Target	Progress	Notes
Increase the total investment in existing AI + bias grantees by 50%.	$350K	$134,750	Same as last month, but with things on the horizon such as Small Grants and Mozilla Technology Fund.
50,000 people participate (share stories, donate data, etc.) in projects on mitigating bias in AI as a result of Mozilla promotion.	50,000	33,000	Re-activation of Common Voice project in May led to 33k data donations + voice validations in 15 under-served languages; 85% new contributors.
Pipeline of additional projects Mozilla can support to mitigate bias in AI established.	1	0	Assessing existing projects related to bias detection including 'bias bounty' work. Additional projects identified through new tool mapping project and Mozilla Technology Fund open call. Draft call for proposals will be ready in December.

OKR 4: growing across movements

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

Key result	Target	Progress	Notes
Phase 2 Landscape analysis and broader questions available across org; workshops to internalise themes and operationalize within team plans.	1	0	Finalizing tools to update and integrate analysis across the org (expected release Dec 2021) and planned workshop for Leadership and PMs to support incorporation into planning.
MoFo's African Mradi workstream centering local expertise is designed.	1	1	Processes set up with the Africa Mradi landscape analysis and bringing in of Common Voice fellows has helped us to achieve this OKR.
Synchronize internal operations to strengthen ability to strategically partner externally.	1	1	Learnings from H1 are informing 2022 planning in H2. Synchronizing internal operations will be a central focus of planning meetings in November.

OKR 5: org effectiveness

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

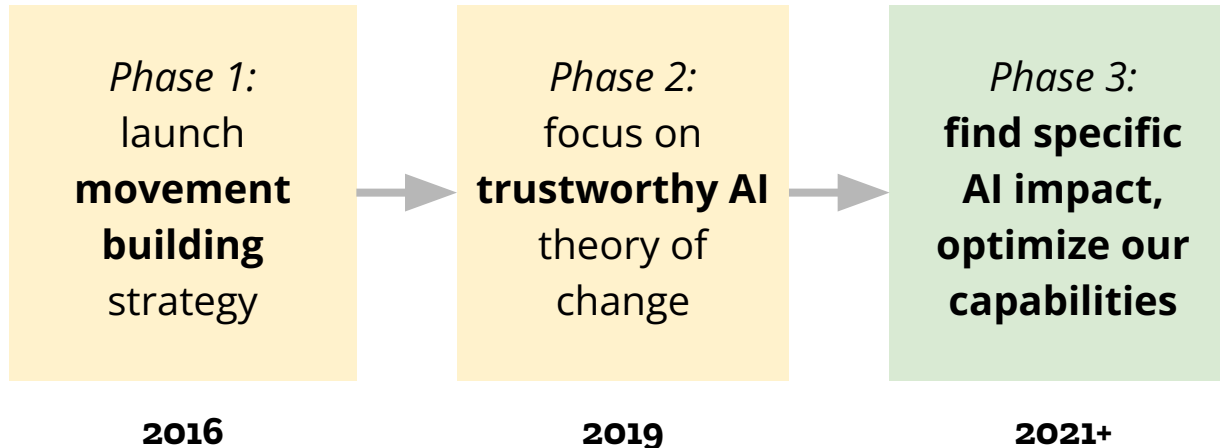| Key result	Target	Progress	Notes
MELD strategy established to enable strategic decision-making based on understanding our impact.	1	0	Preparing to present overview of Datapolitan recommendations to leadership in November. Also gathering input re: MELD needs in 2022.
100% of teams onboarded into basic contact / relationship management.	100%	0	Prioritizing parity w/ MoCo Salesforce to support EOY Fundraising efforts, and ensuring grassroots donations are resilient to problems that have historically occurred during the Holiday Shutdown.
Data analysis completed to identify approaches for converting 'subscribers' to first time donors.	1	0	Delay on this work, partly due to staff turnover, partly due to prioritization noted above. Email testing continues and will ramp up in November and December, with support from Forward Action.

Emerging 2022 Plans

(mapped against narrative arcs)

FYI

Where are we?

We are now in the **third phase** of rolling out
our **internet health movement building** strategy …

Phase 1: launch **movement building** strategy	→	*Phase 2:* focus on **trustworthy AI** theory of change	→	*Phase 3:* **find specific AI impact, optimize our capabilities**
2016		**2019**		**2021+**

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AI Theory of Change

Core focus	Secondary focus

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

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

2021

Mozilla defines meaningful transparency to spur action by builders + policymakers

Mozilla + partners develop and test transparency features in consumer tech

Mozilla works with public to collect data and evidence to advance policies for transparency of AI-enabled systems *(start in EU)*

2022

Additional transparency features developed by builders + tested in products

Consumers pressure tech companies to integrate proven transparency features, driven by data donations, campaigns, + *Privacy Not Included

Researchers + civil society collaborations shape policy agenda; policies mandating transparency gain traction

2023

Differences (or gaps) in tech transparency features rated in PNI

High-use consumer tech tools have robust explainability features for end consumers

Professional networks develop transparency resources for AI builders

Platform regulations include AI transparency mandates

Outcomes

STO 1.1 Best practices emerge in key areas of trustworthy AI, driving changes to industry norms.

STO 2.2: Transparency is included as a feature in more AI enabled products, services, and technologies.

STO 4.3: Regulators have access to the data and expertise they need to scrutinize the trustworthiness of AI in consumer products.

AI + transparency: 2022 activities *(preliminary)*

Enduring	Expanded	New
Regrets Reporter + other projects to collect data on platforms	Global consumer attitudes survey on consumer tech + AI transparency	Senior Fellow on AI Transparency
Enhanced transparency in EU Digital Services Act	Transparency 'best practices' guide for building transparency into consumer tech products/platforms	Mozilla Technology Fund AI Transparency Grants
Privacy Not Included with ratings on AI + transparency (plus associated consumer campaigns)	Expanded Responsible Computer Science, focused on HBCUs + int'l	*Meaningful Transparency in AI* research project and prototyping workshop series
Policy positions on transparency focused legislation, enforcement and corporate accountability campaigns	Researcher access to platform data in the US (w. NetGain partners)	*Ground Truth* grant and residency with Mimi Ọnụọha
	Internet Health Report expanded focus on AI around the world	Pan-Mozilla campaign on platform accountability in the US
	'Mozilla Rally' @ MoFo(?)	

bias in AI: *mitigate bias in AI*

2021	2022	2023	Outcomes
Mozilla supports leaders + orgs in testing promising approaches to mitigating bias in AI	Early bias detection tools begin to be used in industry to mitigate bias	Developers have easy access to tools to root out and fix bias in AI, they routinely use them	STO 1.3: Diverse stakeholders, including people historically shut out of tech, are involved in design of AI.
Additional tools to mitigate bias emerge with support of philanthropic /private investments	Civil rights organizations increasingly call for the adoption of bias mitigation tools in their campaigns + policy recommendations	Narratives shift, the public is keenly aware and watching for AI bias as a result of art + mov't partnerships	STO 2.4: Artists and journalists help people understand, imagine, and critique trustworthy AI.
Mozilla funds + drives participation in bias projects; tests strategy to build broad awareness and action on AI	Policies requiring use of debiasing tools / processes gain traction	Accountability mechanisms re bias AI a feature of laws and company policies	STO 3,3. Citizens are increasingly willing and able to pressure and hold companies accountable for the trustworthiness of their AI.

bias in AI: 2022 activities *(preliminary)*

Enduring

Mozilla Common Voice, including strong diverse data set focus

Strong MozFest track focused on tools to mitigate bias in AI

Research and fellowships on Algorithmic Bias

Expanded

Grassroots participation in bias detection / mitigation projects via campaigns on Mozilla channels

Expanded Responsible Computer Science, focused on HBCUs + int'l

Trustworthy AI working group expanding to include six new projects plus AUC & Spelman partnership

Internet Health Report expanded to focus on AI around the world

New

Senior Fellow on AI Fairness and Bias

Auditing tool mapping and visioning project with Deb Raji

Building cohort of fellows and civil society orgs centering bias

data stewardship: *accelerating equitable data governance alternatives*

2021

Data stewardship prototype projects up and running

Initial infrastructure projects seed work in diverse communities and geographies

Success criteria for data stewardship projects shared widely

Regulatory jurisdictions engage with Mozilla on collective data rights

2022

The most successful prototypes attract users, press, attention

DFL Infrastructure grants result in remixable building blocks and frameworks, accelerating innovation across geographies and sectors

Policymakers endorse the idea of data rights collectives, Mozilla and others step into this space

2023

Innovators - including Mozilla - start building on infrastructure and prototypes we seeded

Data collectives grow membership, driving companies to improve products and services

Data stewardship innovations fuel growth of trustworthy AI

Outcomes

STO 2.1: More foundational trustworthy AI tools emerge as building blocks for developers.

STO 3.2: Consumers are increasingly willing and able to choose products critically based on information re: AI trustworthiness.

STO 4.1: Governments develop the vision, skills, and capacities needed to effectively regulate AI.

data stewardship: 2022 activities *(preliminary)*

Enduring

Mozilla Common Voice, including strong diverse data set focus

Data governance incubator (prototype fund)

Support for data sharing standards (infrastructure fund)

Expanded

Data Futures Lab, Data Governance 101 Workshops for builders

Refresher grants for Consumer Reports re: data sharing standards

Coil and Interledger partnership and program curation at MozFest

Internet Health Report expanded focus on AI around the world

New

Senior Fellow on better data governance

Creative Media Awards explore data futures

USAID Data Ecosystems partnership with Data Futures Lab and MozFest

Policy and Legal Playbook Alternative Data Governance for Builders

Internal audit of MoFo data stewardship practices

growing across movements: *partnering with diverse movements*

2021

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

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

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

2022

Updated fellowship and awards strategy focuses on and supports partners across movements.

MozFest convenes key partners across movements to explore trustworthy AI.

Advocacy campaigns amplify shared messaging and have calls to action across movements.

The operational model work reifies Mozilla's commitment to interoperability, internally and across movements externally.

2023

Movement building is a de facto driver of all of MoFo's work, changing how we understand the organization.

Mozilla works in lockstep with peer foundations via philanthropic advocacy.

The strategies, calls to action and constituents of our movement and those of our partner movements overlap in greater collective purpose.

MoFo's public constituency grows as we build our base.

Outcomes

STO 3.4: Growing number of civil society actors promote trustworthy AI in their work.

STO 1.1: Best practices emerge trustworthy AI, driving industry norms.

STO1.3: Diverse stakeholders, including people shut out of tech, involved in design of AI.

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

growing across movements: 2022 *activities* *(preliminary)*

Enduring	Expanded	New
Tech and Society fellowships Trustworthy AI Working Groups and MozFest community meet ups	MozFest evolving into year round, global movement building platform Updates to racial justice commitments and equity strategy based on REBA recommendations Scoping potential intersections with climate justice movement including short-term campaigns, landscape mapping, collaborative research Accompaniment strategy for all GloPro grants and fellowships Intersections database tool	Senior Fellow on movement building Organizing and engaging 'builders' via marketing, MozFest and Internet Health Report Full fledged version of MoFo Mradi work Rubric for movement partnership decision making across org Nodal event structure for MozFest, with MozFest in more places Early stage racial justice strategy linking fellows + advocacy campaigns

Appendix C

Finance
Update

Summary

- MoFo remains in very good financial health. Overall **revenue is forecast to be up by 13%** (or $3.2M). Trademark revenue expected to increase by 7% ($1.2M) due to strong MoCo search revenue. Total **restricted revenue is forecast to be up 68%** to $4.2M (versus budget of $2.5M).

- Unrestricted revenue is forecast to be $0.2M above budget. **Individual donations from Jan-Sept were about the same** as the same period in 2020, and we have reduced our growth expectations to be just ahead of last year's $4 million level due to technology and channel constraints.

- Total expenditures are forecast to be $23.3M, $5.9M under the budgeted $29.2M. As a result of lower personnel costs (due to slower hiring), pandemic-related constraints, a substantial reduction in MoCo service fees, and more, **total unrestricted expenditures are forecast to be $19M, $4.4M below budget**.

- **MoFo's investment portfolio grew by 9.5% as of November 8, 2021.**

2021 budget vs forecast

Overview	Budget	Forecast	Variance
Starting net assets	*$63.0M*	*$64.5M*	*$1.5M*
Income	$24.1M	$27.3M	$3.2M
Expense	$29.2M	$23.3M	($5.9M)
Non-Opex Exp	-	($1.7M)	$1.7M
Change in net assets	($5.1M)	$5.7M	$10.8M
Ending net assets	*$57.9M*	*$70.2M*	*$12.3M*

Forecast based on September 30, 2021 close

2021 unrestricted budget vs forecast

Overview	Budget	Forecast	Variance
Starting net assets	*$54.6M*	*$57.2M*	*$2.6M*
Income	$21.6M	$23.1M	$1.5M
Expense	$23.4M	$19.0M	($4.4M)
Non-Opex Exp	-	($1.7M)	$1.7M
Change in net assets	($1.8M)	$5.9M	$7.7M
Ending net assets	*$52.8M*	*$63.1M*	*$10.3M*

Forecast based on September 30, 2021 close

2021 unrestricted expenses

Expenses	Budget	Forecast	Variance
Staff & consultants	$16M	$14.5M	($1.4M)
Advocacy and engagement	*$5.4M*	*$4.6M*	*($0.8M)*
Global programs	*$4.5M*	*$4.3M*	*($0.2M)*
Strategic operations	*$6.0M*	*$5.6M*	*($0.4M)*
Fellowships, grants, stipends	$4.0M	$2.1M	($1.9M)
Travel	$0.2M	$0M	($0.2M)
Other *(marketing, prof services, G&A, etc.)*	$3.2M	$2.3M	($0.9M)
Total	$23.4M	$19.0M	($4.4M)

Forecast based on September 30, 2021 close

Mozilla Confidential

2019-2021 revenue overview

Revenue	2020 actual	2021 budget	2021 forecast
Trademark royalty	$16.4M	$16.4M	$17.6M
Restricted donations	$4.9M	$2.5M*	$4.2M
Unrestricted donations	$4.6M	$5.0M	$5.2M
Interest	$0M	$0M**	$0M**
Other	$0.2M	$0.3M	$0.3M
Total	**$26.1M**	**$24.1M**	**$27.3M**

* This total includes confirmed grant revenue only.
** Income from investments and portfolio mgmt fees have been moved to non-opex