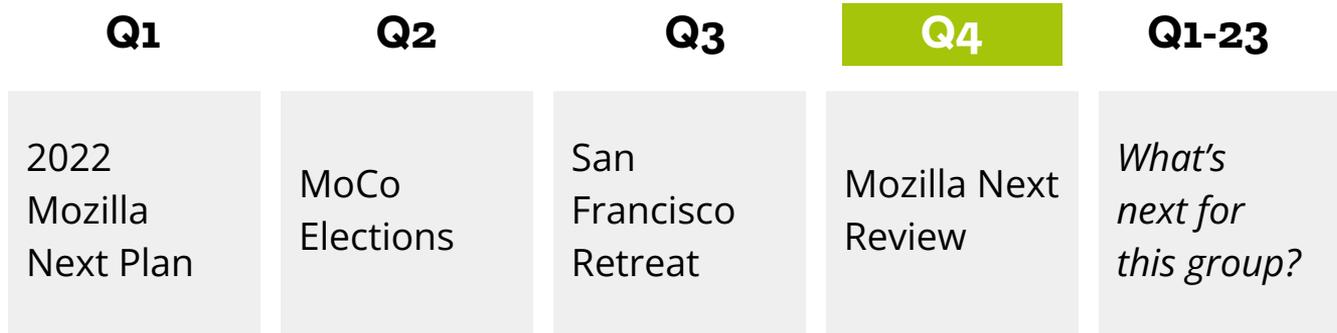


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Mozilla Next Board Meeting

October 26, 2022

2022 board workflow



Agenda

1. Board Business
2. Progress + next steps
3. Mozilla Next Updates
 - a. *Mozilla 25*
 - b. *Ventures + AI*
 - c. *Succession planning*
4. Budget + Money
5. Executive session



Board Business

Board business

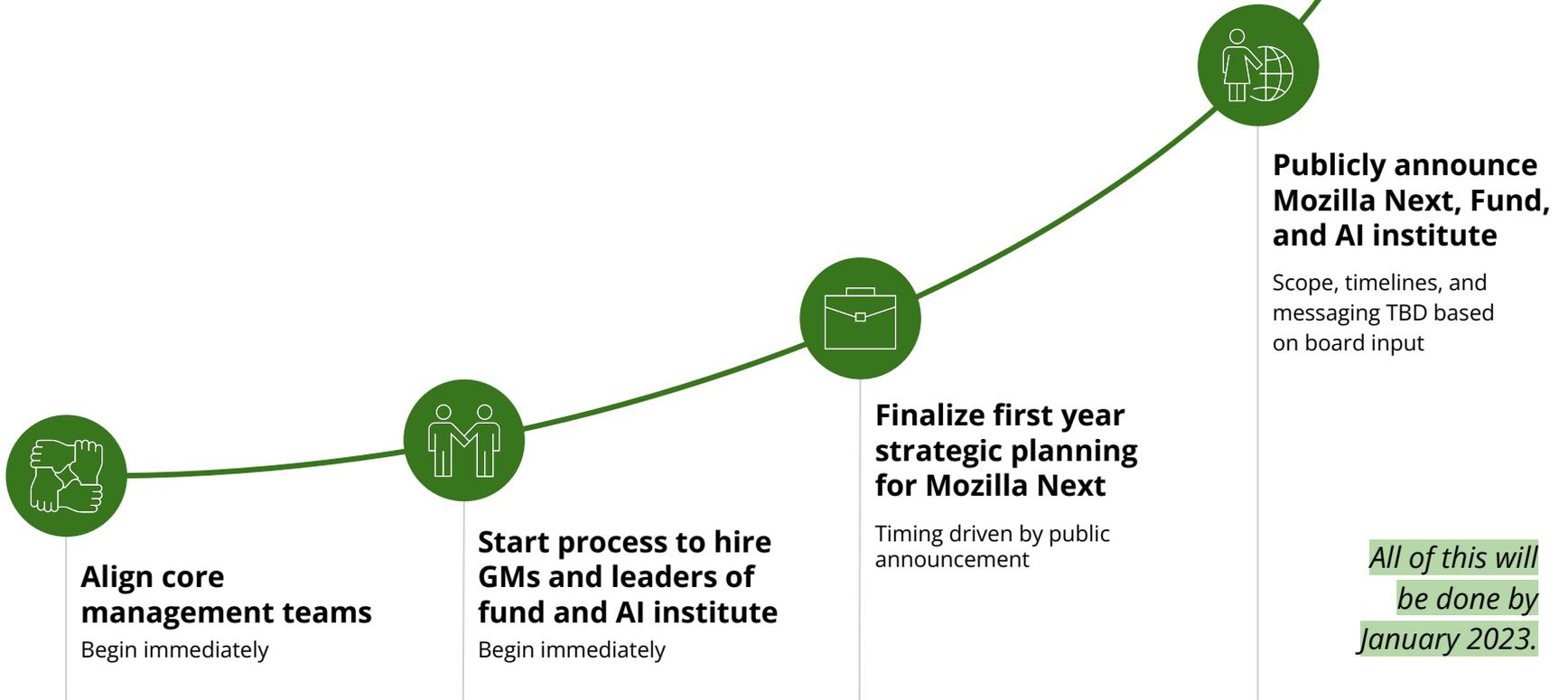
decisions

1. Approve minutes from July 2022 board meeting
2. Any other business?

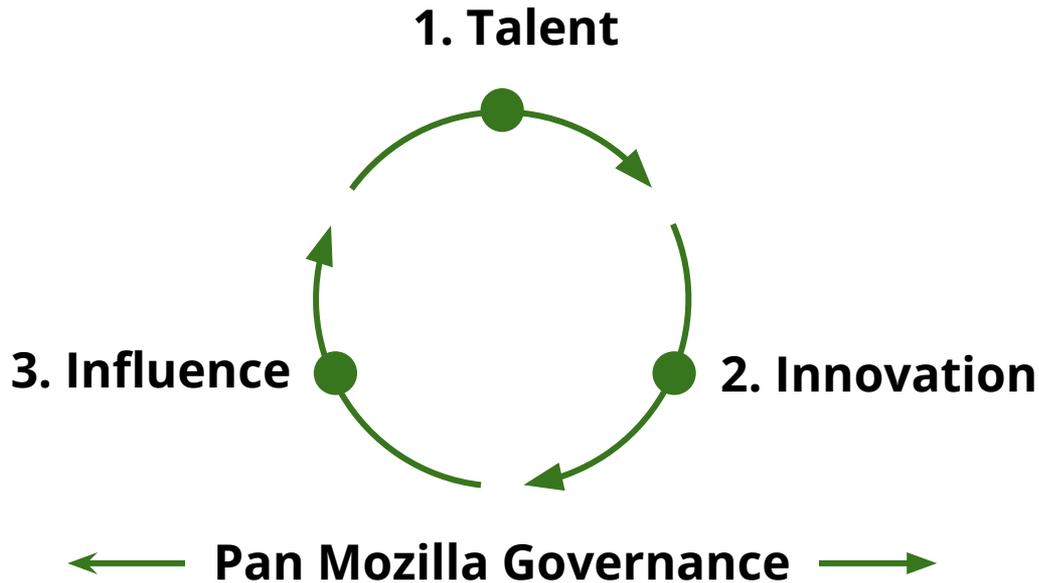


Progress, and next steps

Step two was making an initial plan *(October 2021)*



Step one was sketching out goals *(July 2021)*



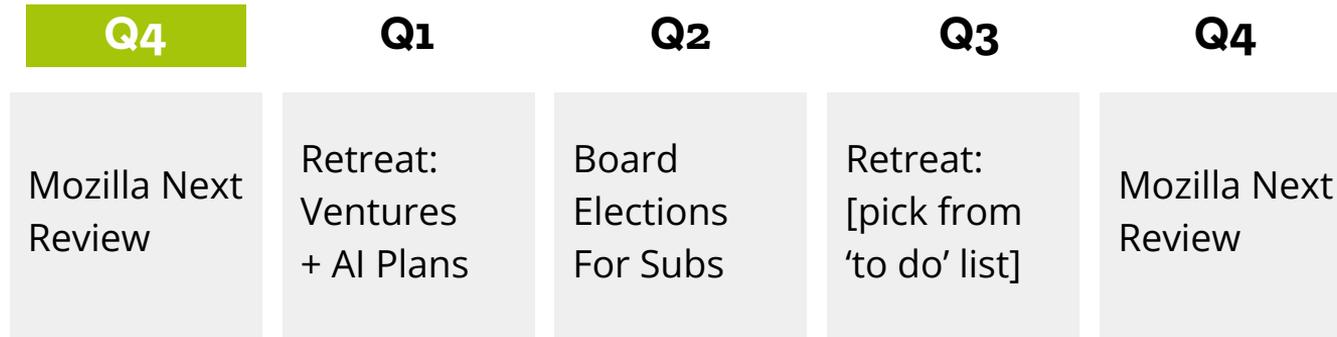
These are the challenges we identified — and set out to address - in our July 2021 Board meeting.

What are the next steps? *(joint board 'to do list')*

- Our initial plan will be complete by January. What are our collective next steps?
- The following is a **recommended list of next steps for the Joint Board (2023)**:
 1. *Keep working as Joint Board, consider when to add to Ventures and AI Boards.*
 2. *Assist Mohamed and Moez in next phases of Mozilla Ventures and mozilla.ai.*
 3. *Continue to prototype apex function in MoFo, ensure it is properly resourced.*
 4. *Develop set of Pan Mozilla topics, based on operational experience of all orgs.*
 5. *Further explore (and decide on?) Pan Mozilla leadership / governance models.*
- Discussion: given our goals on innovation, talent, influence and better governance, **does this feel like the right 'to do list'**? Any thing missing? Anything critical to add?

Proposed 2023 joint board workflow

decision



Proposal: **both Boards continue working on shared 'to do list' in 2023.**
Start with Q1 retreat on apex design, AI + Ventures business plans.



Mozilla Next Updates

Overview

- We're **about to kick off Mozilla 25 comms campaign** focused on our 'next chapter' (aka Mozilla Next).
 - First steps: Mozilla Ventures 'soft launch' and State of Mozilla report.
- We now have leaders in place for Mozilla Ventures and Mozilla.ai.
 - **Next step for Ventures and AI is developing business plans** (EO-Q1-23).
In the meantime, Mohamed + Moez doing initial investments / projects.
- Succession planning conversations continue w/ each org, plus Seven Stones.
 - MoFo Board will review proposed Exec Director (Charitable Programs) succession planning process in December.



Mozilla 25 Comms Campaign

- Reminder: as part of Mozilla Next, we agreed to do a comms campaign using stories from MoCo, MoFo, Ventures and .ai to position Mozilla as future focused.
- Key goals: **bolster credibility in the tech industry and amongst regulators;** and position Mozilla execs as thought leaders creating a better internet.
- Also, will use this to explain our hybrid business model, and provide talking points on executive compensation in advance of annual State of Mozilla release.
- Approach: develop a press-centric campaign built around Mozilla's 25th anniversary (2023), building momentum for the next 25 years of Mozilla.
- Status: **kick off in November with Ventures 'soft launch'**, rolling through 2023.

See appendix for more detailed deck



Mozilla 25: Initial Roll Out *(3 months)*

heads up!

- Early November: **Mozilla Ventures announcement at Web Summit**, showing Mozilla is doing bold new things to set up its next chapter.
- Mid November: **State of Mozilla focused on our 'next chapter'**, and a spotlight on the credibility and experience of new exec team at MoCo.
 - Includes disclosure of Board comp in addition to Mitchell / Mark comp.
Board members should be prepared for incoming questions.
- December: follow up proactive comms with Mitchell, Mark and new execs talking about vision for the future.
- January: **Mozilla.ai launch** and coverage of **Mozilla's 25th anniversary**.



Mozilla 25: what does success look like?

FAST COMPANY

Mozilla, the 'Patagonia of Tech', Has a Bold Plan to Save the Internet

TC TechCrunch

The World Needs This: Mozilla Launches First Ethical Tech Ventures Fund

FORTUNE

Mozilla and Hugging Face create a trustworthy alternative to Open.ai

Protocol

Most Online Ads Do Creepy Things With Your Data. Mozilla is Doing Something Different.

Mozilla Ventures

- Goal (reminder): **invest in Mozilla-like companies to spur innovation**, increase our influence and bring learning back into Mozilla.
- Progress:
 - Recruitment: **Mohamed Nanabhay has joined** as Managing Partner.
 - Initial investments: ~\$3.8M of initial \$10M invested in four deals.
Three further deals under consideration for ~\$1.5M-\$2.5M. *See next page.*
 - Organisation: Mozilla Ventures Management, PBC set up. Mohamed / Jane / Mark = investment committee. Brian / Helen / Hugh / Wambui = Board.
- Next: **announce Mozilla Ventures at Web Summit** as part of Mozilla 25. Develop business plan for full fund (Q1 23) while continuing to invest opportunistically.



Mozilla Ventures

- In the process investing against the initial \$10M. Three deals being considered by the IC:
 - [Themis AI](#): MIT CSAIL team developing a **Risk Aware AI Workflow**, with first product providing insight on biases, uncertainty and label noise. Includes open source lite version. IC proposed: \$1M funding at \$6-9M post-money in term sheet.
 - [Webacy](#): helps users **secure digital assets through non-custodial smart contracts** and tools that secure assets from loss, hacks, death, and more. IC is considering investing up to \$0.5M in a SAFE capped at \$35M post-money.
 - [Lelapa AI](#): building the R&D home of responsible **AI technology for Africans, by Africans**. First product they're building is many-to-many translation API for South African languages. IC memo in progress to consider \$0.5M-\$1M in a \$3M round.
- These deals would be worth \$1.5M-\$2.5M, in addition to the ~\$3.8M already deployed.



Mozilla.ai

- Goal (reminder): create a home for **open source AI tools and datasets that advance trustworthy AI** as a way to attract talent and grow our influence.
- Progress:
 - Recruitment: **Moez Draief will join as Managing Director**. Starts to ramp up in November, will publicly announce Mozilla AI and Moez in January.
 - Grant made to OpenDP at Harvard. Mozilla Open Source Audit toolkit report nearly done. Both offer pipeline for initial 'studio' pilots by Moez.
- Next: Main priorities are setting up pilots to start learning plus develop Mozilla.ai business plan. Also, possible **position paper on AI + Open Source + EU AI Act**.



What's in a business plan?

discussion

- Ventures and AI are aiming to have **business plans for discussion at end of Q1-23.**
- Here is a list of **key questions these plans will address:**
 1. **Both:** *how does it advance the Manifesto? ... and Mozilla Next goals? How will it tie into Pan Mozilla work + governance? What does success look like?*
 2. **Ventures:** *what is the investment thesis? What are financial assumptions (return, horizon, carry)? What are fundraising goals? What are the portfolio services?*
 3. **AI:** *what's the opportunity in the market? How will it develop projects / products / services? Project selection criteria? What is the likely revenue model(s)?*
- Question: does this list cover the topics you want to see covered? What's missing? Are there **particular questions you want answered?**

See appendix for more detailed notes.



Mozilla Next Budget

Budget update

- In January, we agreed on a **\$25M start up budget for Mozilla Next** including:
 - *Start up teams for apex, Ventures and Mozilla.ai: ~\$5M (operating)*
 - *Initial investments (pre-fund): up to \$10M (investment)*
 - *AI related projects: up to \$5M (internal or externally)*
- We have **~\$6.5M left to fund apex work in 2023**, including funding for Mozilla 25.
- Also, we committed to **investing a further \$25M each in Ventures and AI in 2023**, pending the development and approval of of business plans with the Joint Board.
- Today, we **need to modify our 2022 budget resolution** to continue spend on apex in 2023, and agree on criteria for how we move next round of MoCo funds.



2022 Mozilla Next Budget

- **Income:** main source is \$25M from MoCo + MoFo. Removed \$1M in Mozilla.ai grant / service revenue from forecast early on as we decided not to pilot until leader in place.
- **Apex operating expenses:** in Q1, we decided to use consultants rather than staff to 'prototype' the apex function. Overall, spent \$1.2M less between these two line items.
 - Also, original budget had VP, Comms (not hired) but no marketing budget. Added budget here mid-year to cover Mozilla 25 firm. Most of this shows up in 2023.
- **Allocations to Ventures and AI:** have allocated \$16M to capitalize / prototype these new initiatives, vs. \$15M (plus some of apex opex for start up) in budget.
 - Ventures: Budgeted \$10M for ventures investments. Committed additional \$1M into MV-M PBC, drawing on money originally planned for startup spend in apex.
 - AI: Budgeted \$5M for AI pilots, spent \$200K. Remainder used to capitalize Mozilla.ai.



Appendix:

Mozilla 25

Project tagline:

“We’re not focused on
the next quarter,
we’re focused on
the next quarter century.”

Context

- The Mozilla project will be 25 years old in 2023 — which makes it the perfect time for us to clearly and loudly **tell a story about the 'next chapter' of Mozilla.**
- Our ability to deliver on our mission relies on the strength of our brand. We need **update perceptions of Mozilla** to set us up for success for the next 25 years.
- If we tell this story right, it will **attract new talent, showcase innovations and grow our influence**, all of which are key to success in this next chapter.



Challenges

- **Low Mozilla brand awareness.** Mozilla is currently synonymous with the Firefox web browser — few people understand we have a bigger purpose and mission.
- **Relevance in the current landscape.** While the Firefox origin story is powerful it's not enough to position us for influence the era of AI, big tech and the blockchain.
- **Chaotic, fast moving regulatory environment.** Mozilla is different, a public benefit org that is on their side, a trusted advisor vital to the internet ecosystem.
- **Fragmented public facing message.** Mozilla Foundation and Corporation work is well communicated, but there is no consistent and overarching brand story.



Objectives

1. **Bolster Mozilla's credibility, relevance and influence** within the technology industry and among regulators and policymakers in key markets.
2. **Tell one unified story** across Mozilla Corporation, Foundation and our new entities Mozilla Ventures and Mozilla.ai.
3. **Profile Mozilla's leaders** and their vision for the future of the internet.



Mozilla 25: what does success look like?

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Most Online Ads Do Creepy Things With Your Data. Mozilla is Doing Something Different.

Campaign pillars



Creative campaigns
and big ideas to generate
excitement and interest
in Mozilla.



Exec thought leadership
and proactive storytelling
provide confidence in
Mozilla's ability to succeed.



**A drumbeat of
announcements and**
newsworthy moments to
highlight our messages.

Campaign voice

- **Future focused.** While we're proud of our history, Mozilla 25 will be focused on the future of the internet and the role Mozilla will play in shaping it.
- **Evidence based.** The campaign will be anchored in proof points from across Mozilla's entities, from our amazing products, to our philanthropy and advocacy work and our approach to impact investing..
- **Human.** The people behind a brand bring it to life. So Mozilla 25 will be investing in profiling Mozilla's leadership as thought leaders and opinion formers.



Mozilla 25: Initial Roll Out *(3 months)*

- November 2: **Mozilla Ventures announcement** to focus press on Mozilla doing something new. Gets attention.
- November: **State of Mozilla focused on our 'next chapter'** with a strong focus on the credibility and attention of new exec team at MoCo.
 - Also talks about our talent strategy of recruiting from the industry, providing helpful backdrop / mitigation if there is concern on exec comp.
- December: follow up proactive comms with Mitchell, Mark and new execs talking about vision for the future.
- January: **Mozilla.ai launch** and coverage of **Mozilla's 25th anniversary**.



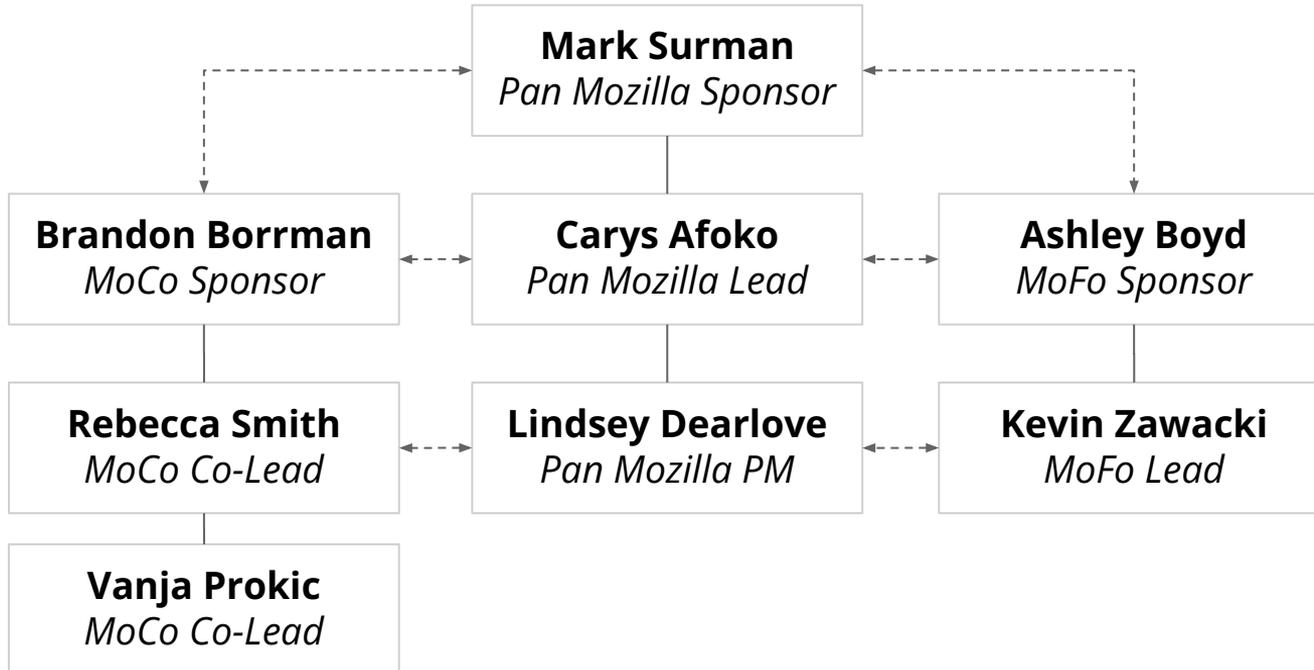
Our agency: Archetype

- Core support for Mozilla 25 is being provided by Archetype. Their proposal to moze [can be viewed here](#). Please note, creative ideas are only notional.
- Archetypes clients include:



- Archetype is leading press, campaigns and announcements for Mozilla 25, pulling from comms work / working with comms teams across Mozilla's orgs.

Mozilla Team



Appendix:

Business Plan Notes

FYI

All Mozilla Next Business Plans

- The Ventures and AI business plans will both address the following questions:
 - *What does success look like? In what timeframe?*
 - *How does this plan advance the Mozilla Manifesto? (mission)*
 - *How does this plan address the overarching Mozilla Next goals of talent, innovation, influence, revenue? (organisational goals)*
 - *What is the proposed governance model? (structure, goals, philosophy)*
 - *What is the proposal / options for long term legal structure?*
 - *What is the staffing strategy and plan / operating budget?*
 - *What are the main risks/challenges and mitigation plan?*



Ventures Business Plan

- The Ventures business plan will address the following topics:
 - *Investment thesis*
 - *Decision making process and approach (e.g., how put that thesis into action)*
 - *Financial model (e.g., carry, etc)*
 - *Assumptions on return (ratio, timeline, rationale, etc)*
 - *Fundraising goals, strategy, timing (i.e., what will MV One be?)*
 - *Portfolio services plan*



AI Business Plan

- The AI business plan will address the following topics:
 - *Overall operating model. What does Mozilla.ai do? What does it not do?*
 - *Revenue model(s).*
 - *Market analysis, opportunities/gaps.*
 - *Criteria around inclusion of projects. What makes a good project?*
 - *Early opportunities*
 - *Runway and future funding needs/milestones (e.g., if this is "seed", what are milestones for series A?)*



Appendix:

MoFo OKRs

FYI

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>
150 builders involved in the creation of the Best Practices Framework	150	79	Onboarding 6 builder projects into the TAI working groups in mid-September, as a testing ground for the framework.
5 communities use RegretsReporter data as a platform to test its relevance	5	0	Determined what data could be made available to external communities. Sept/Oct, releasing two datasets to enable partners to access RegretsReporter data.
25 bi-partisan policymakers endorse one or more aspects of our US platform transparency campaign	25	3	Engagement with White House, FTC and NSF, 10 Congressional Offices, + 2 Committees. Our positions now reflected in bills introduced by Sen. Coons, Sen. Klobuchar, and Rep. Trahan.

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>
4 DFL Prototypes reach 20k users, demonstrating solutions to responsible data governance challenges	4 projects / 20K users	4 projects / 9.8K users	Grantee teams currently focused on hiring staff and improving product features. Also exploring alternative impact measures for 2023.
60% funding increase to data governance projects led by historically underfunded communities globally and/or teams in the global majority	13 projects / \$320,000 in grant funding	10 projects / \$258,300 in grant funds	Turning focus to grantmaking under the Africa Mradi banner to explore data stewardship within an African context. Research grants are a likely first step.
Pan-Mozilla common policy position and advocacy narrative published	1	0	On track for a January publication of the policy position.

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>
50 technologists take part in Common Voice Inclusion- Performant Automatic Speech Recognition competitions	50	9	9 model developers entered a Mexico City Voice AI Hackathon targeted at low resource and indigenous central and south american languages. 500+ registrations for Oct 12th competition.
25% increase in press mentions of open source projects focused on bias mitigation that we have supported	213	203	Placed coverage of relevant projects and people like Melalogic (Creative Media Awardee) and Tarcizio Silva (Mozilla Fellow)
25% increase in contributors to RCS Playbook from India/Kenya/South Africa to help us understand bias in new contexts	42	0	Continues to be in R&D as the implementation for the RCS in Kenya won't begin till Fall of 2023 and India Fall 2024.

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>
We have defined engagement pathways informed by piloting MozFest Plaza platform and data	1	0	Currently researching ten different user journeys. A key challenge is that each pathway has unique measurement and monitoring needs.
In 4 geographies, 4 or more programmatic interventions are implemented in concert	4 geographies / 4 programmatic interventions	4 geographies selected/ programmatic interventions TBA	Piloting ways for staff working in specific geographies to connect. Identifying programmatic interventions; MozFest nodal event in Kenya and the expansion of RCS into all four identified geographies.
100% of CFPs are launched with an accompaniment strategy	100%	78%	Wrapping up initial analysis of our accompaniment offerings. Exploring how accompaniment is operationalized, from staffing and knowledge management, to shared practices and financials.

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>
MEL framework piloted for RCS and Mradi to enable us to measure and report on their impact	1	.5	Finalized RCS MEL framework with USAID - working on implementation plan. Orla Cronin facilitated MEL workshop with the Mradi team in London in September.
We're tracking donor conversion, growth, and retention in Salesforce on a monthly basis in order to develop strategies for growth	1	0	Developed a currency conversion API that enables longitudinal insights into fundraising health, based on user stories created by the Fundraising team.
20% increase to the engagement survey question, "The technology we use at MoFo helps me do my best work"	78%	58% baseline from 10/21	The Build Tank is serving as Interim Senior Director, Technology Platforms, and 4 new roles have been posted for internal/external recruitment. Engagement survey closes Oct. 19.

OKR 6: diversity, equity, and inclusion

Objective: Deeply ingrained equity and belonging into our programs, systems and decision making through long term investment.

Key result	Target	Progress	Notes
Global compensation strategy is in place that reflects our geographical diversity, need to attract and retain talent, and unique org structure.	1	0	The Croner Company is working on two global compensation model proposals for MoFo review.
We have 3 case studies that illustrate different models of advancing equity in our programs and partnerships.	3	0	The Movement Building Landscape Analysis and Anti-Racial Toolkit was shared with external audiences in early October.
At least 3 experiments developing, learning and iterating more transparent and open decision making approaches.	3	2	Added accompaniment strategy and global compensation review as experiments. Next step is broader socialization to learn and iterate.

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Mozilla Foundation Board Meeting

October 26, 2022