



Wiki Education

2024-25 Annual Plan

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Looking back: 2023–24

A Year in Review

Fiscal year 2023–24 was a year of exploration, innovation, and taking first steps toward executing Wiki Education’s new strategy.

With the development of our new *Visualizing Impact Tool*, we embarked on creating the first software for measuring and demonstrating the impact of targeted content campaigns on Wikipedia. Once completed, this tool will address a long-standing need as it will allow us to better show how our programmatic work makes a difference on Wikipedia. Content campaigns have been playing a key role in improving Wikipedia’s article quality in underdeveloped areas for many years now. Just think of Wiki Education’s [Year of Science campaign](#) or our efforts of providing the public with [critical health-related information during the COVID-19 pandemic](#). Despite such campaigns being a highly effective way of delivering accurate and trustworthy information to readers, we have not yet been able to systematically show how our participants have impacted whole topic areas on Wikipedia. The *Visualizing Impact Tool* will show how a specific set of articles has evolved over time, and how much of the new content was contributed by our program participants. We’re expecting this innovative new software to be released in the first quarters of next fiscal year.

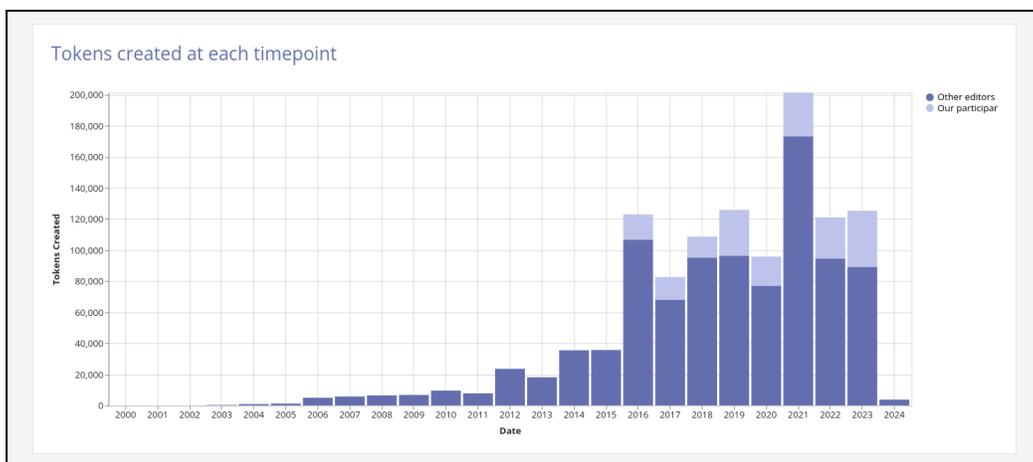


Figure 1: An alpha version of the new Impact Visualizer shows that the work of one of our professors – starting in 2016 – has driven a huge amount of new content on women geologists since 2016, both from the students directly and from other editors feeding off of their enthusiasm

While we're in the development phase of the *Visualizing Impact* Tool, we started a new content campaign which will improve the public's access to quality information about the theoretical, political, and practical aspects of citizenship and democracy in the United States through Wikipedia. So far, we completed nine courses of our new *Civics and Democracy Campaign*. It is based on our strategic goal to combat disinformation and support democracy in the United States by improving Wikipedia's coverage in areas that are the targets of disinformation campaigns, including public policy topics, civics, and history. In order to run so many courses in parallel, we successfully overhauled our internal processes, re-assigned roles, and recruited and trained guest instructors among experienced Wikipedians.

Our new strategy also calls for an exploration of ways to increase the impact of Education Programs globally. In fiscal year 2023–24, we completed two research projects funded by the Wikimedia Foundation. The first research project, undertaken in close collaboration with the Wikipedia & Education User Group and the Wikimedia Foundation's Education team, and completed in July 2023, explored the needs for the global Wikimedia & Education community, as a possible first step in creating a thematic hub. The second research project, completed in February 2024, developed a theory of change for Education Programs around the globe. Although both projects demonstrated a strong need for a support structure in order to further increase the impact of partnerships between Wikimedia organizations and institutions of knowledge, further consideration of the creation of a hub has been put on hold until the potential for funding is more certain.

With regard to our programmatic activities, we've been very successful at recruiting for the Knowledge Equity courses in our Wikipedia Student Program. We ramped up a project focused on biographies of diverse people in STEM with a big recruitment push at Historically Black Colleges and Universities, Hispanic Serving Institutions, and Tribal Colleges and Universities, leading to a 43% increase in new classes from these diverse institutions. We also focused recruitment on content areas related to knowledge equity, with a 24% increase in new courses in these disciplines. Our growth in this area set us up for success in our three-year project around knowledge equity in the humanities funded by the Mellon Foundation, which kicked off in January 2024.



Howard University students from Dr. Msia Clark's class participated in our initiative to create biographies of diverse people in STEM.

A great way of engagement with prospective and current program participants has been our Speaker Series events. Once a month, we invite experts on Wikipedia-related topics and hold a one-hour Zoom video conference that is freely available to program participants, funders, and other stakeholders in our communities.



Dr. David Peña-Guzman of San Francisco State University spoke during our December 2023 Speaker Series on Diversity in STEM on Wikipedia.

Despite our increased recruitment and engagement efforts, the number of courses in our Student Program has remained stagnant. We are attributing this mostly to effects in our external environment. The pandemic years made student enrollment numbers plummet and some instructors have been reporting that their current students are not sufficiently equipped for a Wikipedia assignment. A technical glitch in our emailing system aggravated this issue and after having it fixed, we are confident that we'll be able to increase the impact of our flagship program again going forward. Overall, we are very pleased that we could provide over 13,000 students with a deeper learning experience, in spite of the current challenges in higher education.

Our Scholars & Scientists program has seen a large number of prepaid courses, mostly in our strategic focus area of civics and democracy. We have successfully increased our capacity to run several courses in parallel by training guest instructors. This has been a key milestone for the program because the increased flexibility the guest instructor model provides enables us to adapt the course numbers to the level of interest from funders.

With a highly successful [art history course](#) funded by the Kress Foundation, we have not only improved Wikipedia's content in an area that's traditionally been underdeveloped, we have also demonstrated that our new model of institutional funding through special-interest foundations works.

Having reached the end of fiscal year 2023–24, we are happy about the course Wiki Education is on. We've continued being an organization that is small in size, but powerful in impact. We have improved Wikipedia's content while also bringing more diverse editors to the online encyclopedia. We have improved the learning experience of thousands of students in the United States and in Canada. We keep serving a public in need of accurate and trustworthy information, either through Wikipedia directly or through the many re-users of its content, including large language models. In an age of dis- and misinformation, Wiki Education's work is more important than ever.



All staff meeting in San Francisco, February 2024

Our success this past fiscal year has been made possible by our generous funders, the dedication of our board, Wiki Education's good relationship with Wikipedia's community of volunteers, the tremendous dedication of our staff, and the thousands of students, instructors, and subject-matter experts enrolled in our programs.

Programs

Overall Programs Goals

Goal: Host monthly virtual speaker series to raise awareness of our programs and position Wiki Education as a thought leader

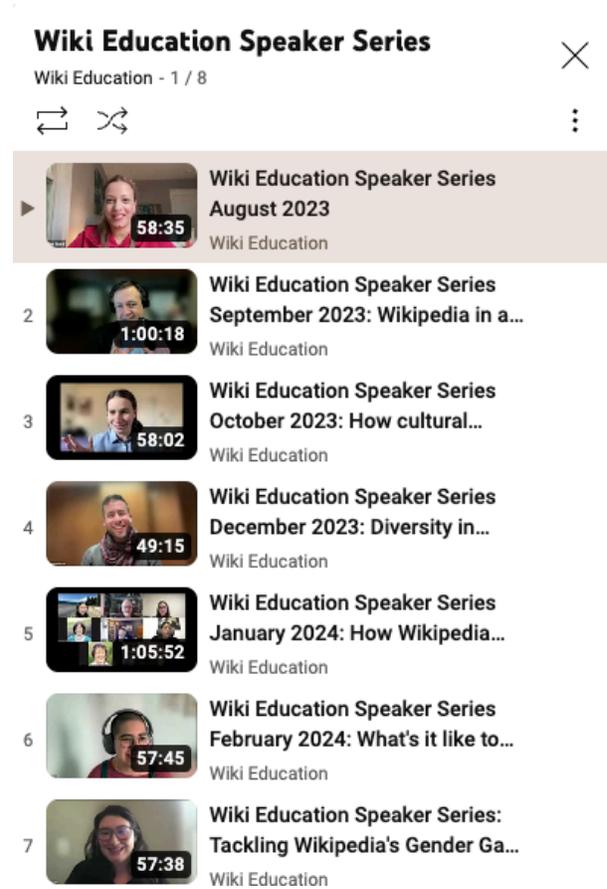
In 2023–24, we ran 10 Speaker Series events, bringing in experts on topics like Wikipedia and generative AI, Wikipedia research, Wikidata and cultural institutions, Wikipedia and equity, Wikipedia and climate change, and more. We've found the Speaker Series to be a great way to engage prospective and current program participants, funders, and other stakeholders in our communities, with hundreds of viewers having joined and hundreds more watching the YouTube recordings. We're committed to continuing them in 2024–25.

Goal: Engage in scholarly activity around Wikimedia projects

We promoted Wikipedia research work in an engaging April Speaker Series. We're also working with the Wikimedia Research Newsletter on publishing a dedicated Education issue later in 2024. Progress on the Wikipedia Studies book ran into roadblocks with finding a publisher. We also submitted two proposals that were ultimately declined. However, we've had more success proposing teaching with Wikipedia roundtables at forthcoming academic conferences.

Goal: Research global education program leaders' needs

We wrapped up our research project to identify our needs and create a theory of change for the global education community within the Wikimedia movement. These are both



published on Meta, and we presented our findings to the education community via Zoom and [at Wikimania 2023](#) and a proposed session at Wikimania 2024.

We also organized one-on-one Zoom meetings with Education Program leaders from El Salvador, India, Morocco, and Egypt to explore how we could provide direct support to programs in these countries. We learned that the many program leaders struggle with legitimacy issues when it comes to building partnerships while others would like better instructions on how to use Wiki Education's Dashboard platform.

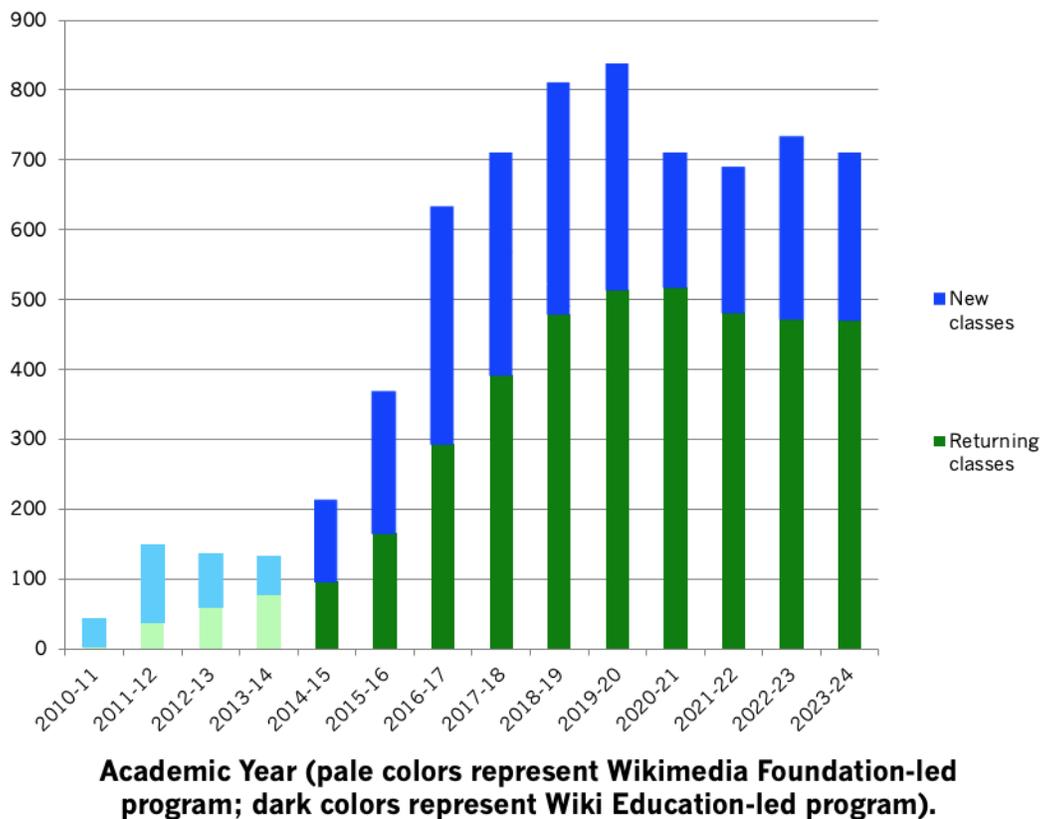
Wikipedia Student Program

Goal: Grow the impact of the Wikipedia Student Program

During the pandemic and in the years immediately following it, we experienced a drop in participation in our Student Program; this year, we've attempted to build that back up. We have faced some challenges external to our program (higher education's declining enrollments and ongoing disruption from the pandemic; the changing pattern of knowledge consumption among young people that makes Wikipedia less attractive) and internal to our program (a technical glitch in our emailing system that led to many instructors not receiving our emails that we have since remedied; our lack of ongoing visibility work that has led to a drop in organic growth that we plan to address with our increased communications capacity next year). Additionally, in our focus on recruiting instructors at diverse institutions, including Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutions (HSIs), and Tribal Colleges and Universities (TCUs), we have found instructors are eager to participate in our Wikipedia Student Program, but their institutions often face additional challenges that make changing their syllabi to incorporate a Wikipedia assignment more difficult.

Individually, we have been successful in hitting all of our grant-driven recruitment goals for specific projects, but this focus has led to an overall lag in the growth that we expected in our program. Nevertheless, signs late in the fiscal year looked more promising, and we expect the participation in the program to grow in 2024–25.

Figure 2: New and returning classes in the Wikipedia Student Program, 2010–2024



Goal: Monitor trends in our external environment and adjust as needed

In order to better understand the changing nature of higher education in a post-pandemic context, we added a series of questions to our instructor survey in the last fiscal year to tackle these issues. We found that many faculty and students are still struggling with lags in learning, ongoing social and mental challenges, as well as low enrollments. We also added questions to assess if and how students are using AI-driven tools such as ChatGPT. The answers to both gave us useful insights into the challenges our faculty and students face. To better serve our program participants, we’re seeking to streamline our resources, including updating the Dashboard and expanding a pilot where students bypass the step of drafting their work in sandboxes. Additionally, we’ve added guidance in our resources to faculty on generative AI tools and Wikipedia.

Goal: Provide high-quality support for student editors

We completed our first two training videos to supplement our existing training modules. We completed an in-depth review of the Dashboard timeline, exercises, and prompts. Several revisions, updates, and additions to training modules will be deployed in time for the Fall 2024 term. We offered student office hours and invited students to our Wikipedia Student Project workshops (normally attended by only instructors).

Table 1. Targets for Wikipedia Student Program in fiscal year 2023–24: goals and projected actuals.

Description	Goal	Projected actual	% achieved	Notes
Program participants	14,000	13,000	93%	We fell just short of this goal due to smaller than expected numbers of both new and returning instructors.
Wikipedia articles edited	14,000	12,000	86%	We fell just short of this goal due to smaller than expected numbers of both new and returning instructors.
Content added to Wikipedia	11 million	10.3 million	94%	We fell just short of this goal due to smaller than expected numbers of both new and returning instructors.
Retained high-quality instructors	80%	82%	103%	We met this goal.

New instructors from HBCUs, HSIs, and/or TCUs	50	50	100%	We met this goal.
New equity-related courses	75	77	103%	We met this goal.

Scholars & Scientists Program

Goal: Run high-quality Wikipedia and Wikidata courses

Over the past year the Scholars and Scientists Program has grown in new directions. We have planned and run several courses focused on topics relevant to our strategy. This includes courses about political science and democracy, climate finance, and medicine and equity, in addition to several other courses we had planned for this year. These courses show the ability for this program to target specific content areas and connect subject area expertise to these themes. Although this intensifies the amount and kind of recruitment we do for these courses, they also are proof that we can improve Wikipedia across a broad set of topic areas.

Additionally, this past year we have run several courses with guest instructors across many disciplines. The content that these courses have been producing are on par with other courses we have run in the past. There is also a similar level of satisfaction for both course participants as well as the guest instructors themselves.

Goal: Explore partnerships model with cultural institutions for Wikidata

We continued to build out our Wikidata curriculum, offering more project-based courses. These courses are more advanced in the sense that they require data from participants and a project to work on. Exploring the demands, goals, and workflows of these projects are giving us a better idea of what a consultancy model might look like for different kinds of museums. Although we did not find a partner for this year, we are finding there is sustained demand for these courses and thanks to the courses we have run, we are building a better understanding of what these long-term partnerships might look like.

Targets

Table 2. Targets for our Scholars & Scientists Program in fiscal year 2023–24: goals and projected actuals.

Description	Goal	Projected actual	% achieved	Notes
Program participants	300	315	105%	We met this goal.
Wikipedia articles edited	500	700	140%	We exceeded this goal.
Content added to Wikipedia	200,000 words	265,000 words	133%	We exceeded this goal.
Wikidata items edited	7,250	3,500	48%	Wikidata continues to be unpredictable in goal-setting, with the ratio of items edited to statements improved varying widely each year.
Wikidata statements improved	14,000	25,200	180%	Wikidata continues to be unpredictable in goal-setting, with the ratio of items edited to statements improved varying widely each year.
Participants who say course meets or exceeds expectations	97%	98%	100%	We met this goal.

Technology

Goal: Support Wiki Education Programs and Advancement activities

This was a smooth year for technology support. We improved our knowledge and processes for large-scale emailing, made adjustments to the WordPress-based system for listing Scholars & Scientists courses, and made a wide assortment of improvements and bug-fixes on the Dashboard.

New Dashboard features and upgrades that support our programs include:

- An option to add all student userpages from a course to your Wikipedia watchlist
- Improved Wikidata statistics based on analyzing each Wikidata Item diff (thanks to intern Sulagna Saha)
- Search feature for the staff support ticket system
- An option to email course instructors directly from a course page
- Major dependency upgrades, including a migration to Wikimedia's LiftWing infrastructure for fetching article quality predictions, and an update to the latest version of the React framework for the Dashboard's user interface code (thanks to intern Amine Hassou)

Goal: Provide support for Programs & Events Dashboard stakeholders

We supported the completion and deployment of integration between Programs & Events Dashboard and the Wikimedia CampaignEvents extension, which allows program organizers to continue using the Dashboard while also adding the new on-wiki Event system to the workflow of their activities. We worked with Wikimedia engineers to put the WikiWho server on firm footing and add additional languages, which enabled the Dashboard's Authorship Highlighting feature for those new languages.

Two successive internship projects focused on making the crucial Article Scoped Programs feature of the Dashboard easier to use. The first (by Shashwat Khanna) added a wizard-based setup flow for configuring which articles to track. The second (by Esther Ibom) documented the feature, including a detailed video tutorial on setting the scope of an event.

Intern Gabina Luz created a new system for tabulating the number of references added, which is now based on analyzing each edit directly and — critically — which makes reference statistics available for all language versions of Wikipedia.

Goal: Kick off the creation of a platform for visualizing impact on specific topic areas

We made excellent progress on the Impact Visualizer project, launching an alpha version of this platform in late 2023. The data gathering and visualization features are in place, and we have resources to refine the configuration side of it as staff begin using it in earnest.

We had planned to implement a machine learning system to generate lists of articles in a topic, but this work was more difficult to get to a usable point than expected. We changed our strategy to focus on finding efficient ways to use existing datasets — in particular, Wikipedia category data and Wikidata queries — to build the topical “bags of articles” that the Impact Visualizer displays.

Targets

Table 3. Targets for Technology in fiscal year 2023–24: goals and projected actuals.

Description	Goal	Projected actual
Uptime for wikiedu.org & dashboard.wikiedu.org	99.5%	99.9+%
Uptime for Programs & Events Dashboard	98%	99.8% Although uptime for the website was high, there were several multi-day outages of the update system, with ~96% uptime.
Provide timely support for the technical needs of the organization		
Hold Dashboard office hours at least quarterly	4	4
Develop an architecture plan for reducing database storage requirements		We’re ready to begin work on this, and plan to hire a contractor to implement it.

<p>Start building a system that can generate a dataset of all core content (i.e., articles and items) about an arbitrary topic area</p>		<p>We shifted our strategy for generating the “bags of articles” for the Impact Visualizer, and instead built a tool for generating datasets from Wikipedia categories and Wikidata queries.</p>
<p>Start building a system that can visualize key metrics about a topic area’s content, and visualize Wiki Education’s impact on those metrics</p>		<p>The latest version is live at https://impact.wikiedu.org</p>

Communications

Due to financial reasons, our regular communications support did not begin until the second half of the fiscal year. This led to us making less progress than expected on the communications goals.

Goal: Communicate regularly about the Student Program, centering student and instructor voices and surfacing stories of interest to our funders.

We maintained necessary communications that were requested by our various funding partners, and we look forward to increased visibility of our work now that we have a full-time communications person on staff.

Goal: Implement awareness campaigns to increase visibility of Wiki Education’s mission.

We were unable to make progress toward this goal.

Goal: Recruit qualified participants for our Scholars & Scientists program in order to ensure that we’re meeting our content goals for our “Strengthening democracy campaign” and the program as a whole.

At the beginning of the year, we had several courses with fewer than expected participants. After a reorganization of responsibilities to ensure we had sufficient capacity to recruit qualified participants, we’ve made significant progress toward these goals, reaching an average of 15 participants per course over the year. We have found that we have

exhausted our existing database of people interested in taking a course, so we've found more success in the second half of the fiscal year in expanding our reach into new prospective participants.

Targets

Table 4. Targets for Communications in fiscal year 2023–24: goals and projected actuals.

Description	Goal	Projected actual	Notes
Work with participants in our programs and place articles about their experience in their local university newspaper / academic association journal / etc.	12	5	We had less communications capacity than expected.
Recruit a sufficient number of subject-matter experts for sponsored Scholars & Scientists courses.	Minimum 15 per course	Average of 15 participants per course	We initially fell behind on this goal and shifted responsibility within the organization, which has put us on a better path.
Successfully execute a campaign that raises awareness for Wiki Education's mission and impact.		-	We had less communications capacity than expected.

Advancement

Fundraising

Goal: Raise a total of \$1,991K for Wiki Education's programmatic initiatives, with a focus on institutional grantmakers and institutions whose mission includes educating the general public.

For the second time in a row, we surpassed our fundraising goal for fiscal year 2023–24. Once again, this success was driven by new and renewed institutional support at a higher level. Our most significant partnership in the humanities in our organization's history was newly established with the Mellon Foundation. Institutional support is listed below:

1. [Mellon Foundation](#): support to amplify our Wikipedia Student Program's Knowledge Equity initiative in representing more complete and accurate narratives of the human experience on Wikipedia
2. [Wikimedia Foundation](#): General operating support as part of a three-year Annual Plan Grant through the Wikimedia Community Fund
3. [William and Flora Hewlett Foundation](#): General operating support as part of Hewlett's Open Educational Resources (OER) strategy
4. [PCORI](#): continued support through a Eugene Washington Engagement Award (EADI #26698) for adding at least five PCORI-funded Systematic Reviews to Wikipedia that will improve the quality of medical information on mental and maternal health
5. [Broadcom Foundation](#): increased support for recruitment of faculty and students at HBCUs, HSIs, and TCUs learning how to add new biographies of pioneering women and people of color to Wikipedia who will inspire a diverse STEM workforce
6. [Guru Krupa Foundation](#): increased Wikipedia Student Program support for improving students' STEM communication and STEM information on Wikipedia
7. [Bernard & Audre Rapoport Foundation](#): Wikipedia Student Program support for improving digital media literacy skills and fighting misinformation to strengthen democracy
8. [Horne Family Foundation](#): support for our Communicating Science initiative in improving the coverage of the impact of climate change, species habitat, wildlife populations, and many more conservation issues on Wikipedia that will encourage environmental protection

These supporters are instrumental in advancing our Communicating Science and Knowledge Equity initiatives, strategy to tackle misinformation to strengthen democracy, and mission to represent the sum of all human knowledge on Wikipedia. We are truly thankful for their partnership and commitment to creating a better informed public.

We are on target to meet our goal of submitting at least 15 letters of inquiry or grant proposals by June 30, 2024. Over the course of the year, we found the increased success in partnering with more grantmaking institutions has generated a greater need on our fundraiser’s time for stewardship of these grants with reports and communications, which constrained time dedicated to pipeline building. To date, we have requested warm introductions from two of our current foundation funders and expect to have at least one other offer to share our work with their network before the end of the fiscal year.

In this fiscal year, we increased our efforts to specifically explore funding opportunities from organizations or public institutions that have a mission to educate the general public and have budgets for public outreach. In our small test sample, we had one exploratory conversation with a large health non-profit organization, while the trade associations and government entities that we reached out to were unresponsive to our requests to connect.

We attended the College Board’s 2023 Corporate Citizenship Summit in New York City in December. At this summit, we had many conversations with corporations that focus on environmental sustainability and diversity and raised awareness of Wiki Education. The majority of the corporations present at the event were multinationals that had an international philanthropic approach combined with smaller local grantmaking where their operations were located in the United States. Although there were no immediate funding opportunities to pursue, we cultivated relationships that could lead to future partnerships.

Table 5. Targets for Fundraising in fiscal year 2023–24: goals and projected actuals.

Description	Goal	Projected Actual	Notes
Raise \$1,991K primarily from institutional grantmakers	\$1,991K	\$2,188K	We slightly surpassed our goal
Submit at least 15 letters of inquiry or grant proposals.	15	15	By the end of Q4, 15 LOIs or grant proposals will have

			been submitted to foundations
Leverage our current funders for warm introductions to new foundations prospects.	2	3	Our contacts at WITH Foundation and Broadcom Foundation are committed to introducing us to new foundation prospects. We can expect at least one more of our current funders to do the same.
Attend a DEI conference to raise awareness for our work and to create and cultivate relationships that lead to funding opportunities.	1	1	The Director of Donor Relations attended the Corporate Citizenship Summit hosted by the College Board in NYC.

Goal: Add members to Wiki Education’s Advisory Board who have connections to corporations with DEI-related grantmaking programs.

We made efforts to connect with one of our Advisory Board member’s six corporate contacts in the DEI space. Because we had very limited success in getting responses from this outreach, we pivoted to improving our pitch by crafting a marketing piece that we expect to generate more interest and funding for our Communicating Science initiative in both programs next fiscal year.

Table 6. Targets for Fundraising in fiscal year 2023–24: goals and projected actuals.

Description	Goal	Projected Actual	Notes
Add at least 2 qualified new members to the Advisory Board.	2	0	We deprioritized this goal
Target corporate contacts in members' networks and/or invite those to join our Advisory Board.	4	6	An advisory board member connected us via email to six of her corporate contacts.
Generate at least \$100,000 in revenue through introductions made by advisory board members.	\$100K	\$0K	Because we were unsuccessful in getting meetings with corporate contacts in the first half of the year, in the spring, we created a professionally designed pitch to help us secure more in the future.

Table 7. Fundraising revenue target vs. cash-basis actuals for fiscal year 2023–24, breakdown by quarter

	Target	Projected Actual
Q1	\$30K	\$78K
Q2	\$220K	\$521K
Q3	\$1,534K	\$834K

Q4	\$207K	\$754K
Total	\$1,991K	\$2,188K

Notes:

[1] Projections as of May 15, 2024.

Earned income

Goal: Partner with knowledge institutions to provide our services, generating both revenue and program participants who add high-quality information to Wikimedia projects.

In fiscal year 2023–24, we successfully reengaged a number of institutional partners that had worked with us before, among them the American Physical Society, the Society of Family Planning, and the Idaho Open Pedagogy, Advocacy, and Leadership (OPAL) fellows. Course participants came from a number of high-profile U.S. universities like Vanderbilt, Brandeis, Rutgers, Stanford, George Mason, Notre Dame, and UC Davis, among others. We’ve also welcomed course participants from institutions from outside of the United States to our program (e.g. University of Zurich, University of Liverpool, Australian National University, Leiden University, Quaid-i-Azam University, Ben-Gurion University). Course participants outside of higher education included the National Institutes of Health, the National Gallery of Art, the Detroit Institute of Art, and others. Furthermore, we were able to build a new partnership with the Climate Finance Fund.

Goal: Build partnerships with organizations working to strengthen democratic processes. Activate these new partners to begin Wikipedia and Wikidata Initiatives for their members, employees, or other stakeholders.

Instead of partnering with new organizations, we worked through our existing network of former course participants and partner organizations like the Midwest Political Science Association and the National Science Policy Network to fill the courses for our *Civics & Democracy Campaign*. Not only did this ensure that we could produce high-quality results in an area that we hadn’t targeted much before, but it also made our outreach efforts more efficient.

Targets

Table 8. Target vs. actuals for fiscal year 2023–24

Description	Goal	Projected actual
Generate at least \$205,000 in earned income for our Scholars & Scientists Program.	\$205,000	We generated \$206K for our Scholars & Scientists Program. However, a large proportion came in through fundraising efforts, not through selling services.
Partner with at least four institutions to combat mis- and disinformation and support democracy by improving Wikipedia’s coverage of democratic processes and elections.	4	We partnered with two institutions and were able to fill the courses for our <i>Civics & Democracy Campaign</i> by working through our network of former course participants
Run at least 9 Scholars & Scientists extended courses related to civics, elections, public policy, and democratic systems.	9	We ran 9 courses as part of our <i>Civics & Democracy Campaign</i>

Table 9. Scholars and Scientists Program revenue target vs. cash-basis actuals for fiscal year 2023–24, breakdown by quarter

	Target	Actual	Difference
Q1	\$45K	\$130K	\$85K
Q2	\$63K	\$64K	\$1K
Q3	\$60K	\$2K	(\$58K) [2]
Q4	\$55K	\$10K	(\$45K) [2]
Total	\$223K	\$206K	(\$17K)

Notes:

[1] Projections as of May 15, 2024.

[2] Our Director of Partnerships was on leave in most of Q3 and Q4.

Expenses

As in the prior year, our spending projections have proven to be extremely accurate and dependable. We finished each quarter very close to what we had budgeted for.

Table 10. Fiscal year 2023–24 Quarterly Expenses: Plan vs. Actuals

	2023–24 Plan	2023–24 Actuals	Variance
Q1	\$548K	\$534K	(\$14K)
Q2	\$551K	\$572K	\$21K
Q3	\$646K	\$634K	(\$12K)
Q4	\$641K	\$627K	(\$14K)
Total	\$2,386K	\$2,367K	(\$19K)

Notes:

[1] Projections as of May 15, 2024.

Human Resources

In fiscal year 2023–24, we adjusted our existing salary structure based on an analysis of how different positions in the organization related to each other, and an evaluation of where our current staff is in their performance and professional development. We improved our comp ratio tool, adjusted our minimum, midpoint, and maximum salaries for each grade, and changed base salaries for individual staff members when appropriate. As a result, our compensation is more fair and better adjusted to the current standards.

After our communications position had been unfilled for more than half a year, our grant from the Mellon Foundation enabled us to hire Colleen McCoy as our new Communications and Outreach Coordinator. Colleen brings nearly seven years of higher education experience at Vanderbilt University in both outreach and communications, first at Vanderbilt’s Center for Latin American, Caribbean, and Latinx Studies, and most recently in the Office of Undergraduate Education. Most of her focus will be on key projects for our Wikipedia Student Program’s Knowledge Equity initiative in partnership with the Mellon Foundation. Other than that, she will provide communications support on all levels of the organization.



We also hired Melissa Joseph as our part-time Scholars & Scientists Outreach Coordinator. She is working to recruit subject matter experts to take part in a series of courses on Wikipedia and Wikidata. Melissa honed her outreach skills in past work as a college affordability advisor for a nonprofit.



We continued to provide a generous parental leave benefit of three months to staff, which is in line with our strong commitment to support young families.

We also celebrated the 10-year anniversaries of four staff members. Since 2014, Wiki Education has had a phenomenally low turnover. That consistency helped us immensely, given that we're navigating a very complex world of web technology, higher education, and Wikipedia. Our long-term employees bring a wealth of experience and institutional knowledge to the organization and we're thrilled about more of our colleagues being able to celebrate their own 10-year anniversaries next fiscal year.

Looking ahead: the 2024–25 Plan

Introduction to the plan for the upcoming year

Our main focus in fiscal year 2024–25 will be to set the organization on a path of growth in impact. In Programs, we will substantially grow the Student Program. We already created the conditions for bringing our flagship program back on a path of growth in 2023 by bringing back capacity for supporting more instructors and by increasing our outreach capacity. While we have seen an increased number of instructors from HBCUs and other diverse institutions of learning, external and internal factors have prevented us from fully taking advantage of the additional staff capacity that we built after the pandemic years. Next fiscal year, through increased communications work to share our message with more prospective instructors, we will ensure that more students benefit from a deeper learning experience while significantly improving Wikipedia in underdeveloped areas.

Our Technology work will enable and support growth by improving performance and usability of our dashboard platform. Going forward, we will reduce database storage requirements and enable more efficient performance scaling. This will allow us to continue supporting the global Programs & Events Dashboard, and to address issues of server instability and slow updates. We will also improve the user experience for Wikipedia assignments, making it more streamlined and automatic to track completion of exercises and peer review activities.

Our Advancement work will create the foundation for long-term organizational growth by increasing our fundraising capacity and by creating and executing a new go-to-market strategy for our Scholars & Scientists Program. After hitting our fundraising goals for two years in a row and having seen a steady growth of our institutional donor pipeline, the additional fundraising capacity will enable us to further diversify our portfolio of institutional funders while also exploring how major donors and special-interest foundations respond to our Scholars & Scientists Program offerings. A comprehensive roadmap that specifies how to target the right market segments, generate leads, and sell our courses will help us to grow our earned revenue in the long term.

Other than that, we currently have a number of ongoing content campaigns that we'll continue working on next year:

- *Social Justice* (with a focus on humanities articles)
- *Biographies of diverse people in STEM*
- *Communicating Science*
- *Civics & Democracy*

And finally, we'll also finish work on the *Impact Visualizer* tool. Besides developing a version that will help us analyze and communicate the impact our content campaigns have on Wikipedia, we will also start work on an open version for the international community of program organizers in the Wikimedia universe.

Core Projects

Knowledge Equity Initiative

This fiscal year includes key impacts from our Knowledge Equity Initiative. Funded by the Mellon Foundation, we will continue running the largest social-justice campaign in the humanities on Wikipedia. As part of this effort, we will significantly expand our outreach to instructors teaching in the humanities or humanistic social sciences, and encourage them to participate in the Wikipedia Student Program to add content related to knowledge equity. Outreach initiatives include partnership development with relevant humanities associations; discipline-specific webinars about teaching with Wikipedia; presentations at relevant academic conferences; amplifying our message through the Humanities and Social Justice Advisory Committee, composed of humanities faculty; and engaging in advertising and other forms of attracting new participants. We will also develop materials to support courses participating in this initiative, including creating a curricular guide and a student training specifically about adding knowledge equity content to Wikipedia, supported by the expertise of the Advisory Committee.

We will also wrap up our two-year project with the Broadcom Foundation focused on creating biographies of diverse people in STEM. While that project formally concludes, we expect to continue supporting courses that will improve coverage of historically underrepresented people and their accomplishments on Wikipedia. We will also continue our efforts to grow participation particularly among those not well represented among the

current Wikipedia editing community, including women and other gender diverse people and people of color.

Targets

- Support 225 courses who edit in the knowledge equity content area (baseline: 192)
- Add 35 biographies of diverse people in STEM to Wikipedia by December 31 to complete Broadcom-funded project

Build awareness of Wiki Education's work

In order to build awareness about the impact of our work, we'll create a series of video testimonials, maintain a vibrant blog full of storytelling about our impact, pitch work to partner organization and university communications teams, and continue our well-received monthly Wiki Education Speaker Series. We'll also participate in relevant conferences, including Wikimania, WikiConference North America, and EduWiki Conference.

Targets

- Create 6 video testimonials
- Publish at least one blog post per month
- Host at least 8 Speaker Series events

Grow our programmatic impact and ensure our programming remains of high quality

As we pursue these initiatives, we acknowledge that much of the work staff do on a daily basis is in service of our broader programs.

We will grow the number of instructors in our Wikipedia Student Program, regardless of topic area. We will support all instructors teaching with Wikipedia through weekly office hours for instructors, virtual sessions throughout the term on topics related to the Wikipedia project, continuation of the mentorship program, and other opportunities as they arise. We will engage in a pedagogical evaluation of our curriculum. We will also conduct a larger pilot of students not working in sandboxes, as we've seen the transition from sandboxes to mainspace to be a particularly challenging area for students to navigate. We will continue to provide high-quality support for participants in the Wikipedia Student Program, including prompt responses to requests for help and responding to Dashboard-generated tickets.

In the Wiki Scholars & Scientists Program, we will develop and execute a new go-to-market strategy to grow the number of Wikipedia and Wikidata courses for subject-matter-experts.

We will also ensure high-quality instruction in our courses among our group of guest instructors.

Targets

- Grow the number of courses in the Wikipedia Student Program from 706 to 750
- Develop and execute a new go-to-market strategy for the Scholars & Scientists Program

Put the Dashboard on a firm technical foundation

We will complete a major re-architecture of a critical portion of the Dashboard's data analysis pipeline that will dramatically reduce the system's database storage requirements and enable more efficient performance scaling. To date, the Dashboard has been built around storing data about individual wiki edits indefinitely, and recalculating statistics based on the edits for each course whenever that course page goes through the data update cycle. Instead of recompiling the statistics for the entire range of a course, we will store intermediate statistics for shorter time periods so that each time period only needs to be processed once and the edit data for already-calculated time periods can be discarded. This is necessary to continue supporting Programs & Events Dashboard without perpetually increasing its storage requirements, and will also reduce database load overall and allow us to increase the number of courses that can be updated simultaneously by distributing the workload across additional servers.

Targets

- Complete architecture changes to eliminate the permanent storage of revisions

Strategic priority: Combat disinformation and support democracy

Civics & Democracy Campaign

We expect the 2024 U.S. national election to be filled with mis- and dis-information campaigns. Wikipedia will strive to remain a beacon of neutrality amidst the choppy seas of partisan opinions and social media misinformation campaigns. Wiki Education will engage in a two-pronged approach to support democracy: (1) wrapping up an 18-month campaign focused on improving information related to civics, democracy, and elections on Wikipedia through our Wiki Scholars program, and (2) increasing participation in the Wikipedia Student Program from faculty who teach in political science and public policy areas.

Targets

- Run a minimum of six Wiki Scholars courses as part of our *Civics & Democracy Campaign*
- Support at least 30 Wikipedia Student Program courses in political science and public policy (baseline: 21)

Communicating Science Initiative

In 2024–25, we will grow our Communicating Science Initiative. We will focus on this in several key ways, including: conduct outreach to new faculty in the sciences, including hosting science-specific teaching with Wikipedia webinars; grow participation from science faculty in the Wikipedia Student Program, particularly from medical schools; and improve the availability of scientific information on topics such as rare diseases through our Wiki Scientists Program. Scientific mis- and dis-information campaigns have raged recently, and ensuring the public has access to authentic, neutral, fact-based information on scientific topics is more important than ever.

Targets

- Support 350 Wikipedia Student Program courses in the Communicating Science initiative (baseline: 330)
- Support at least 3 courses related to science and medical content in the Wiki Scientists Program

Strategic priority: Strengthen and expand our partnerships with cultural institutions

Grow our engagement with cultural institutions

In 2024–25, we will expand our connections with cultural institutions through our Scholars & Scientists Program. We'll support staff and members of cultural institutions to improve content on Wikipedia and Wikidata related to their collections, including running a series of courses. We'll raise visibility of our efforts through engagements with conferences relevant to cultural institutions.

Targets

- Run at least 5 Wikipedia or Wikidata Scholars & Scientists courses relevant to cultural institutions (baseline: 3)

- Create plan for collaboration on a Wikidata initiative with a cultural institution

Impact Visualizer

We will build on our work from the previous year on the *Impact Visualizer* (impact.wikiedu.org) to refine and extend the data visualizations and empower Wiki Education staff to easily create and edit new topic visualizations. We will complete the Topic Builder tool for easily compiling topics from Wikidata, Wikipedia categories, and other sources, and integrate it into the *Impact Visualizer*. We will also launch an open-to-the-global-community version of this tool to provide Wikimedia program organizers access to the *Impact Visualizer* system for their own storytelling and impact analysis needs.

Targets

- Finish work on the new *Impact Visualizer* tool
- Launch an open version of the tool for the global community of Wikimedia Program organizers

Exploratory project: Explore ways to increase the impact of Education Programs globally

Improve the user experience for Wikipedia assignments on the Dashboard

To support a smoother assignment experience for instructors and students in the Wikipedia Student Program, we will update how assigned Exercises are handled on the Dashboard, providing links to on-wiki instructions directly from the Timeline, and tracking the creation of exercise-focused sandboxes. This will simplify some of the common points of confusion for students, and make the evaluation process easier for instructors.

This streamlined focus on on-wiki Exercises will also make it more practical to adapt the assignment design concepts of the Dashboard to other language versions of Wikipedia so that we can support similar programs globally.

Targets

- Improve the user experience for Wikipedia assignments on the Dashboard

Advancement

Fundraising

Goal: Raise a total of \$2,074K for Wiki Education's programmatic initiatives, with a continued focus on institutional grantmakers and increased investment in capacity to expand this pipeline

Over the past few years, we have established a stronger and larger foundation portfolio. These established relationships will need to be cultivated and stewarded over this fiscal year as we seek renewed and increased funding from them. We will also leverage these relationships for more connections to corporate and foundation funders. At the same time, we have been limited in our ability to reach out to more institutional grantmakers due to our current fundraising capacity. Pipeline-building is essential for growing our organization's programs, and impact. By hiring an additional fundraiser, we will ensure that the pipeline of institutional funders is well-stocked and will add to our success with foundations, as well as better tap our potential with corporations and other institutional grantmakers.

Targets

- Raise \$2,074K primarily from institutional grantmakers.
- Submit at least 16 letters of inquiry or grant proposals.
- Leverage our connections for at least three new invitations to submit letters of inquiry and proposals.
- Attend three conferences where corporate or foundation grantmakers are present to raise the profile of Wiki Education and network for funding opportunities.

Goal: Explore a new major gifts funding channel to diversify our pipeline for more topic sponsorships and more unrestricted funding opportunities

To best position Wiki Education on a path for growth, there will be an emphasis in adding a revenue stream with greater general operating support opportunities, while also further capitalizing on our current success in pitching the improvement of Wikipedia's coverage of a topic that appeals to an individual's personal interests, such as the environment, arts, public policy, among many others. One of our fundraising strengths over the years has been kindling and developing one-on-one relationships with program and grant officers at institutions with various topic interests. With a sharper understanding of who is most interested in our work and a communication plan in place, there is a high potential for

success in creating lasting relationships with high net worth individuals who are willing to donate to Wiki Education year-over-year.

Targets

- Increase our understanding of the target profile(s) of individuals most interested in supporting Wiki Education’s programs
- Identify at least 30 new major gifts prospects to cultivate
- Develop a communication plan for outreach to identified prospects

Revenue & Expenses

Our projected revenue, classified by quarter and fundraising component, is detailed in Table 8 below.

Table 11. Projected revenue, by quarter, for fiscal year 2024–25.

	Q1	Q2	Q3	Q4	TOTAL
Revenue Total	\$100K	\$942K	\$573K	\$519K	\$2,434K
<i>Fundraising</i>	\$100K	\$942K	\$558K	\$474K	\$2,074K
<i>Earned income</i>	–	\$300K	\$15K	\$45K	\$360K

We are expecting less earned income on a month-to-month basis than in prior years (except for Q2 where we expect \$300K from an existing customer). This is due to the fact that we’ll still have a sizable amount of pre-paid courses from the former year, and to an effort in the first two quarters to closely analyze and change our marketing and go-to-market strategy. We expect these measures to increase our revenue through the Scholars & Scientists Program in the long term.

Table 12. 2024–25 Plan revenue and expenses.

	2024–25 Plan
Revenue	\$2,434K
Expenses	\$2,375K

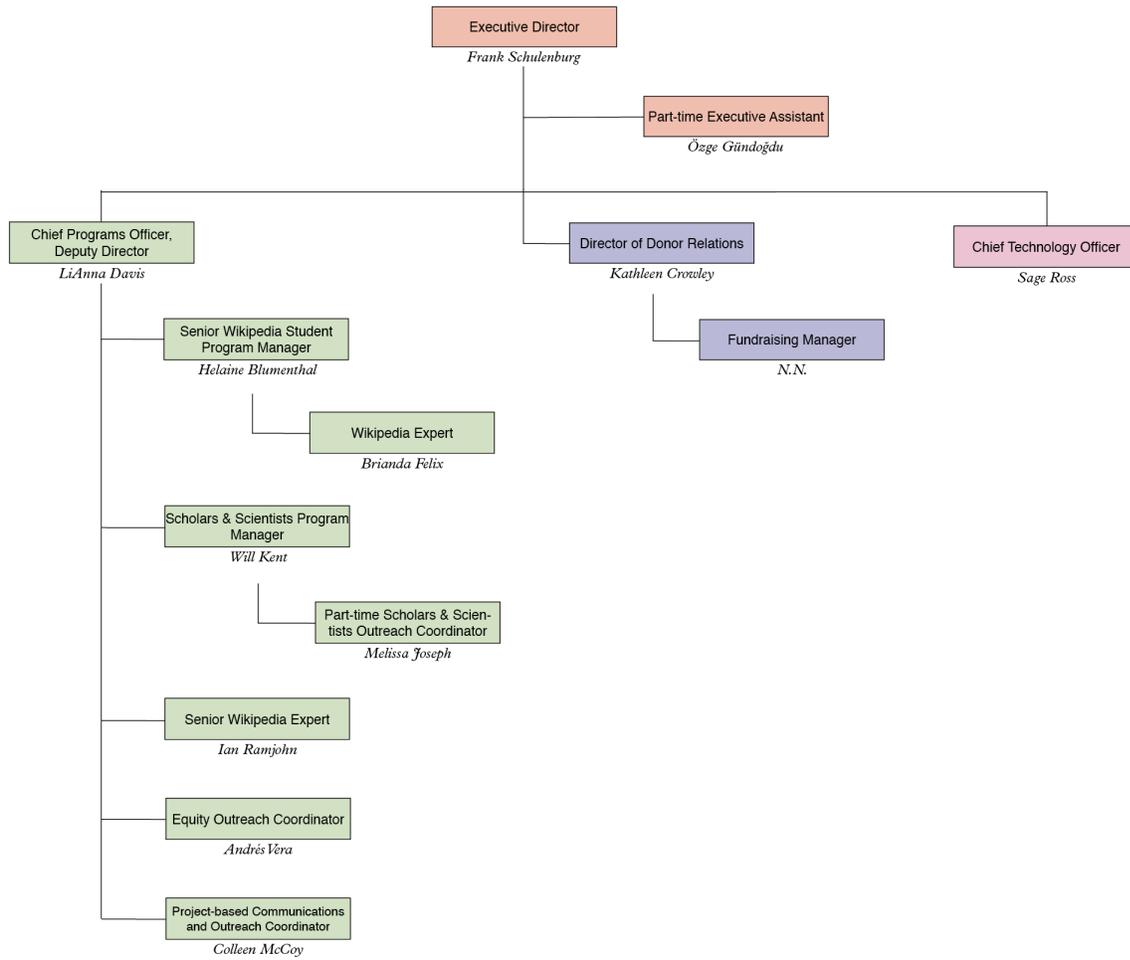
General & Administrative	\$374K
Programs	\$1,214K
Technology	\$363K
Advancement	\$424K

Human Resources

By creating more capacity in the area of fundraising, we will ensure that our pipeline of institutional funders keeps growing. We've also seen early evidence that we are well positioned to create fundraising revenue through Scholars & Scientists courses. In particular, smaller special-interest foundations and major donors seem to be a target group that responds well to our offerings. That's why we will add a new full-time position in fundraising to our Advancement team.

We'll also celebrate the 10-year anniversaries of three additional staff members that have almost been with the organization from the beginning. Staff appreciation is an important part of our HR work and we're extremely thankful for the amazing value long-term staff members have brought to Wiki Education.

Figure 3. Organizational chart for fiscal year 2024–25



Board Resolution

RESOLVED, that the Board of Directors hereby approves management’s proposed 2024–25 annual plan, which includes \$2,434K of revenues, \$2,375K of spending. If, during the year, management anticipates the spending at each quarter-end will differ materially from the plan, the Board directs management to consult the Treasurer and the Chair of the Audit Committee promptly. Reference: Management’s currently anticipated quarterly breakdown of this approved annual plan.

Table 13. Quarterly breakdown of the Annual Plan financials 2024–25

2024–25 Plan	Q1 (Jul.–Sep.)	Q2 (Oct.–Dec.)	Q3 (Jan.–Mar.)	Q4 (Apr.–Jun.)	Total
Operating Cash [1]	\$983K [2]	\$478K	\$1,167K	\$1,079K [4]	
Cash Revenues [3]	\$100K	\$1,242K	\$573K	\$520K	\$2,434K
Cash Spending	\$604K	\$554K	\$661K	\$557K	\$2,375K

Notes:

- [1] As of the beginning of the quarter.
- [2] Operating cash available at the beginning of the fiscal year (July 1) is based on projected expenditures and expected unspent funds carried forward from fiscal year 2023–24 as per May 15, 2024.
- [3] Anticipated/projected revenue.
- [4] Anticipated cash of \$1,041K to be available at the start of fiscal year 2025–26.

Appendix

Risks considered in developing the 2024–25 plan

This year we're increasingly concerned about a set of long-term risks that may be impacting Wikipedia and Wiki Education's programs. The changing landscapes of journalism, academic publishing, higher education, and media consumption are all moving in unfavorable directions.

Journalism and academic publishing represent the core drivers of new reliable sources that can be used for building Wikipedia, but both industries are increasingly being impacted by AI-generated content. Traditional news organizations are coping with the shifting priorities of major tech platforms, which are no longer reliable drivers of traffic or revenue.

Younger generations increasingly turn to video as the default medium for seeking knowledge, and are less familiar with Wikipedia and text culture in general – a trend that our instructors have noted especially with students who entered college after the COVID lockdowns.

In aggregate, these changes make it harder for us to recruit Wikipedia Student Program instructors, and make it harder for students to successfully contribute to Wikipedia. We've taken these risks into consideration as we developed this plan, and we will continue to closely monitor them throughout the year. We expect our increased efforts in recruitment for the Wikipedia Student Program will help mitigate the effects of these risks.