

A close-up photograph of a hand holding a globe. The globe is constructed from numerous interlocking puzzle pieces. Each piece is a light grey color and features a different script or symbol, including Latin, Greek, and Devanagari. The hand is positioned in the lower left, with fingers gently gripping the globe. The background is dark and out of focus.

the year according to

Wikimedia Foundation

annual report 2008–2009



Imagine a world in which

every single person

on the planet is given

free access to the sum

of all human knowledge.

That's what we're doing.

—Jimmy Wales, Founder of Wikipedia



The mission of the Wikimedia Foundation is to empower and engage people around the world to collect and develop educational content under a free license or in the public domain, and to disseminate it effectively and globally.

Cover and this page: photos by Lane Hartwell



In collaboration with a network of chapters, the Foundation provides the essential infrastructure and an organizational framework for the support and development of multilingual wiki projects and other endeavors which serve this mission. The Foundation will make and keep useful information from its projects available on the Internet free of charge, in perpetuity.

We are the non-profit, 501(c)3 charitable foundation that operates Wikipedia and other free knowledge projects. The Wikimedia Foundation was

established by Jimmy Wales in 2003, two years after creating Wikipedia, to build a long-term future for free knowledge projects on the Internet. It is based in San Francisco, California, and has a staff of 34. Its job is to maintain the technical infrastructure for Wikipedia and its sister projects, including MediaWiki, the software that powers them. It also manages programs and partnerships that extend the mission, and supports, in a variety of ways, the volunteers who write the projects. It also manages legal, administrative and financial operations.

How we are organized	Programs focuses on furthering awareness of the Wikimedia projects, increasing the number of editors, and supporting the needs of the global volunteer community.	Technology delivers the platform that powers the Foundation's projects and works to improve the usability and functionality of Wikipedia and our other projects.	Fundraising and Administration provides legal, fundraising and administrative support for the Wikimedia projects.	Strategic Planning works with volunteers, advisors and stakeholders around the world to develop the Foundation's five-year strategic plan.
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A year of 132,800,000 edits and five new Board members

A LETTER FROM THE CHAIR, BOARD OF TRUSTEES

It's been a wonderful year for the Wikimedia Foundation, and I'd like to share some highlights with you.

I am delighted by the performance of the Foundation's new revenue-generating team. Last year was a very difficult one in the global economy, and so it's extraordinary that the team was able to exceed its first-year targets. I am particularly happy that we've developed productive relationships with new foundations, including the Alfred P. Sloan Foundation, the Stanton Foundation and the Ford Foundation. Those foundations will be funding important work, mainly focused on improving the usability of our projects.

Last May, I was very happy to announce that the Wikimedia projects had moved from the GNU Free Documentation License (GFDL) to the Creative Commons Attribution/Share-Alike License (CC-BY-SA) as the primary content license. This is a significant development that promotes our charitable mission by enabling Wikimedia material to be used much more widely. I want our free educational content to be easily shared and intermixed as part of a free culture, and this was a natural choice because most free information projects use Creative Commons licenses. I am grateful to everyone who worked towards this important change.

This past year, the Board welcomed the help of new Advisory Board members, Roger McNamee and Neeru Khosla, both long-term supporters of the Foundation. We also welcomed new members to our Board of Trustees: Samuel Klein, Arne Klempert, and Matt Halprin. We thanked Domas Mituzas for his contribution during his term on the Board, and gladly welcomed him as a new member of our Advisory Board.

I look forward to the coming year with great pleasure. The population of the Internet is growing, and the global need for freer and better knowledge rises every year. I have great confidence in our ability to meet these challenges and ensure a long and healthy future for free knowledge.

Michael Snow

MICHAEL SNOW

The future is wide open

A LETTER FROM THE EXECUTIVE DIRECTOR

2008-09 was a great year for the Wikimedia Foundation, and we look forward to more success in 2009-10. Our top priority for 2009-10 is enabling more people to participate in the Wikimedia projects.

Currently, the people who edit Wikipedia are a pretty narrow slice of the population: largely male, in their twenties, well-educated and living in wealthy countries. They are smart, tech-centric, and curious.

That core editing community has built the world's largest and most useful educational resource. But it is too narrow. Wikipedia is meant to contain the sum of all human knowledge — in order to fulfill that promise, we need our editing community to include more women, more older people, more subject-matter-experts and more people from less-wealthy parts of the world.

To that end, our top priority for 2009-10 is to encourage a broader range of people to edit Wikipedia.

Today, many people find Wikipedia's editing interface too hard to use. When Wikipedia launched eight years ago, it was reasonably user-friendly by the standards of that time. But since then, interaction online has gotten significantly easier. So in 2009-10, we will continue our usability project, with the goal of removing unnecessary technical obstacles to editing, and making Wikipedia's interface more responsive and intuitive for editors.

Better usability is necessary but not sufficient. We also need to reach out to new people — to invite them to edit, and support them better in their early attempts. In 2009-10, we will create a slate of welcoming and coaching/training materials, designed to help convert Wikipedia readers into editors.

And, we want to ensure our editing community flourishes. To that end, in summer 2009, we launched our strategy planning project. It's a completely open, public process, designed to develop a five-year strategic plan for the Wikimedia Foundation. One major theme is how to ensure the continued health of the community of Wikipedia editors.

We have a big, important year ahead of us. I'm looking forward to it.

Photos by Lane Hartwell



I want to close by thanking the hundreds of thousands of people who freely give their time and money to help the Wikimedia projects. Your support celebrates everything Wikipedia stands for: the power of information to help people live better lives, and the importance of curiosity, sharing, freedom, learning and discovery. Thank you so much for helping to make Wikipedia possible.

Sue Gardner

SUE GARDNER

This has been a remarkable year for the Wikimedia Foundation.

During a global economic crisis, we had a 93% increase in donations

We exceeded our fundraising goals despite a tough global economic climate. We continued to make investments which support our mission including purchases of servers, additional bandwidth, funding public outreach work and improving usability of our software. For more detailed financial information regarding Wikimedia Foundation and to see the complete audited financial statements for the fiscal year July 1, 2008 to June 30, 2009, visit http://wikimediafoundation.org/wiki/Financial_reports

Increased revenue

In 2008-09 the Wikimedia Foundation established its first fundraising team. The investment paid off with an increase in donations (including in-kind donations) of 93% or \$4.5 million. This was a particular achievement because at the time, the world was entering the worst financial crisis since the Great Depression.

More revenue sources support long-term sustainability

In 2008-09 the Wikimedia Foundation diversified and increased its number of supporters, increasing stability. The total number of funding sources increased 167%, and the Wikimedia Foundation added to its roster of supporters many new major donors and foundations (including family foundations). It also secured several new in-kind donations.

Number of donors	2007-08	2008-09
Individual donors		
Donations under \$10,000	57,000	152,000
Donations \$10,000 and above	8	21
Foundations		
Unrestricted grants	1	3
Restricted grants	1	4
Donors-In-kind donations	4	7

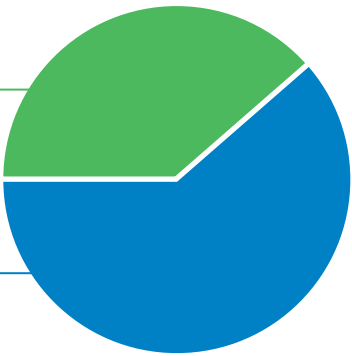
The total number of funding sources increased 167%

How we spend

The Wikimedia Foundation spends over half of its money on outreach, programs, and technology (bandwidth, equipment, technical staff, and software usability).

Expenses by percentage

Governance	1 %
Management	10 %
Finance and administration	10 %
Fundraising	12 %
Legal	7 %
Bandwidth	13 %
Technical equipment	12 %
Technical staff & contractors	20 %
Usability	6 %
Outreach & other programs	9 %



Technology, outreach, and programs account for more than 60% of spending

2008-09 FINANCIAL PERFORMANCE

The Wikimedia Foundation's 2008-09 fiscal year took place from July 1, 2008 to June 30, 2009. Throughout this report all financial data is reported in U.S. dollars unless otherwise noted.

Activities and Balance Sheet for 2008–09: Audited Information

STATEMENT OF ACTIVITIES

(in thousands of dollars)

Support and revenue	
Contributions	\$6,297
Restricted contributions	1,367
In-kind service revenue	578
Other income including special event revenue	429
Total revenue	\$8,671

Expenses

Salaries & wages	\$2,258
Internet hosting	822
In-kind service expenses	578
Operating expenses	1,259
Travel and other expenses	280
Depreciation and amortization	420
Total expenses	\$5,617
Increase in net assets	\$3,054

BALANCE SHEET

(in thousands of dollars)

Assets	
Cash and cash equivalents	\$ 6,243
Contributions receivable	1,300
Accounts receivable	73
Property Plant and equipment	800
Other assets	186
Total assets	\$ 8,602

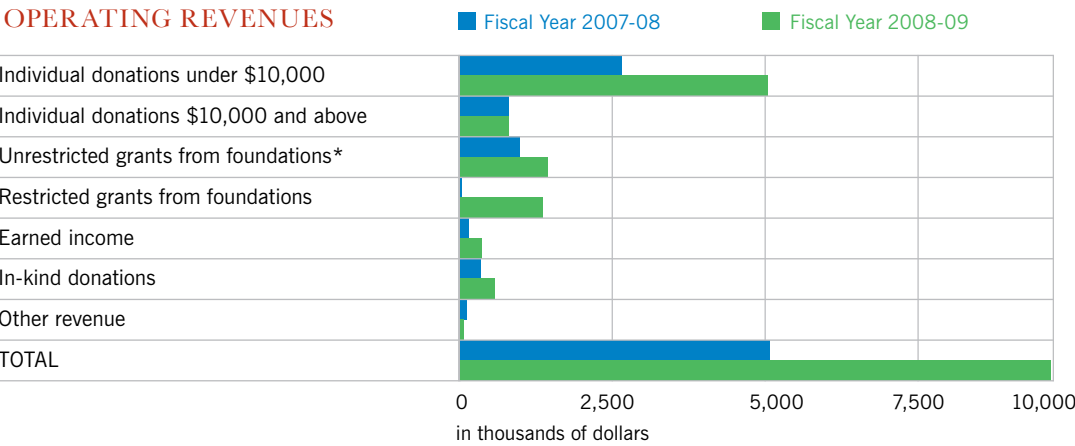
Liabilities

Accounts payable and accrued expenses	\$ 264
Deferred revenue	106
Total liabilities	\$ 370

Net Assets

Unrestricted net assets	\$ 6,164
Temporarily restricted net assets	2,068
Total net assets	\$ 8,232
Total liabilities and net assets	\$ 8,602

OPERATING REVENUES



*Note: in 2007–08, the Sloan Foundation granted \$3 million of unrestricted funding payable in three annual installments of \$1 million each. This table reflects the grant as it will be paid whereas for GAAP purposes, the entire \$3 million was counted in 2007-08. See audited figures in the Statement of Activities.

Bringing the world's knowledge back to Egypt

From July 17-19, 2008, more than 625 Wikimedia volunteers and supporters converged at the new Bibliotheca Alexandrina in Alexandria, Egypt, for the annual Wikimania conference. It was a location heavy with symbolism. Alexandria was once the site of the largest library of the ancient world, and the new Bibliotheca Alexandrina—a major library and cultural center—attempts to recapture the renowned original library's spirit of openness and scholarship.

Wikimania is entirely planned and managed by volunteers. In Alexandria, they staged workshops about encouraging participation in Wikimedia projects, updates on other free software and open source projects, and technical improvements. Keynote speakers included the library's director, Dr. Ismail Serageldin, and Wikipedia founder, Jimmy Wales, both urging their audiences to continue their work creating free educational materials for all people.

Since the first Wikimania in 2005 in Frankfurt, Germany, the event has served as the main opportunity for project editors, staff, and enthusiasts to meet face-to-face. Wikimania also acts as the primary opportunity to bring Wikimedia closer to local populations. Following the 2009 Wikimania, we saw a small but noticeable increase in editing activity on the Arabic-language Wikipedia: we hope those new editors stick with it, and continue helping Wikipedia grow.

Opposite page: photo by Filip Maljkovic. This page, clockwise from top left, photos by: User:TheEgyptian; Filip Maljkovic; Elke Weitzel; Cary Bass



july 17–19
Wikimania
conference
Alexandria,
Egypt

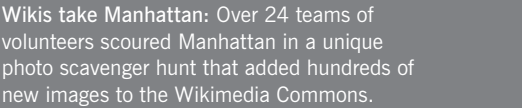
■ Wikipedia ■ Wikimedia ■ Worldwide



A four-day state of emergency is declared in Mongolia after violent protests following the legislative elections (July 01-04). Michael Snow appointed Chair, Board of Trustees (July 17). Japanese Wikipedia exceeds 500K articles (July 22).



English language Wikipedia passes the 2,500,000 article mark (August 14). .ORG celebrates over 7 million registered domains (August 25).



sept
08

Hurricane Ike makes landfall in the United States at Galveston, Texas, as a Category 2 hurricane

Canadian Prime Minister Stephen Harper announces early election in Canada

Lehman Brothers files for Chapter 11 bankruptcy

Shenzhou 7, the third manned Chinese spaceflight, is successfully launched

Organizing events far and wide

9

Wikimedia chapters

In 2008-09 Wikimedia's network of volunteer-driven international chapters grew from 16 to 26. Wikimedia's chapters are made up of local members and directors, and undertake region-specific work. Typically, that work includes furthering awareness of the Wikimedia projects, handling media inquiries, staging public outreach events, and forming partnerships with local educational, cultural and knowledge organizations.

Chapters launched in 2008-09

- Wikimedia Brasil
- Wikimedia Danmark
- Wikimedia Suomi (Finland)
- Wikimédia Magyarorszá́g (Hungary)
- Wikimedia Indonesia
- Викимедија Македонија (Macedonia)
- Wikimedia Norge/Noreg/Norga (Norway)
- Wikimedia Portugal
- Викимедиа РУ (Russia)
- Вікімедіа Україна (Ukraine)
- Wikimedia United Kingdom
- Wikimedia New York City

Pre-existing chapters

- Wikimedia Argentina
- Wikimedia Australia
- Wikimedia Österreich (Austria)
- Wikimedia Česká republika (Czech Republic)
- Wikimédia France
- Wikimedia Deutschland (Germany)
- 香港維基媒體協會 (Hong Kong)
- Wikimedia Israel
- Wikimedia Italia (Italy)
- Wikimedia Nederland (Netherlands)
- Wikimedia Polska (Poland)
- Wikimedia Србије (Serbia)
- Wikimedia Sverige (Sweden)
- Wikimedia CH (Switzerland)
- 中華民國維基媒體協會 (Taiwan)

Wikimedia and the National Institutes of Health

The first Wikipedia Academy in the United States took place in July 2009, with an important new institutional partner: the United States Department of Health and Human Services, National Institutes of Health (NIH).

More than 100 NIH staff attended the all-day event. The academy was staged by Wikimedia Foundation staff working with 11 volunteer Wikipedians and was also webcast inside NIH. It featured talks and workshops designed to explain the philosophy and mechanics of Wikipedia, as well as hands-on coaching for new editors.

The event's purpose was to equip NIH researchers and staff with the information necessary to enable them to edit Wikipedia, with the goal of improving Wikipedia's articles about health, science and medicine. This was the first time the Wikimedia Foundation staged a Wikipedia Academy with a federal agency or health sciences institution.

oct 4
Wikis Take
Manhattan

Russian forces complete withdrawal following Southern Ossetia War

SOS Children releases 2008/9
Wikipedia for Schools;
'How Wikipedia Works' released

oct
08

Jimmy Wales receives Quadriga Award in Berlin

NASA launches Interstellar Boundary Explorer satellite to study the edge of solar system

First multilingual Wikipedia survey launched

Making the news new

At 10:30 a.m. on November 26, 2008, the Indian city of Mumbai began to experience a set of coordinated bombings and shootings, later determined to have been carried out by Islamic extremists from Pakistan. The attacks continued for three days, and resulted in more than 300 casualties, including 173 deaths.

Within hours of the first shots and explosions, Wikipedians around the world began to use emerging media reports to build a comprehensive, authoritative article. It rapidly grew to include eyewitness photos and quotes, links to media accounts, maps, diagrams and related articles. A year after the attacks, the English Wikipedia now features nearly 43,000 words on what is known today as the 2008 Mumbai Attacks.

The first edit consisted of a simple sentence by Kenneth John Crasta, a young Wikipedia editor living in Mumbai, written less than two hours after the first attack: **"The 26 November 2008 Mumbai terrorist attacks were a series of attacks by terrorists in Mumbai, India. 25 are injured and 2 killed."**

Currently, the article contains 142 separate references citing news and analysis from media world-wide, including the BBC, CNN, Indian daily newspaper The Hindu, the Wall Street Journal, the New York Times, the Hindustan Times, the Pakistani daily Dawn, the Karnataka daily Deccan Herald, India's largest financial daily the Economic Times, Reuters, the Indian Express, the Times of India, Reporters Without Borders, the Canadian Broadcasting Corporation and the Jerusalem Post.

There are over 34 distinct language versions of this article available.

[illegible]

Hundreds of Wikipedia editors have contributed to the article. Roughly 10 editors contributed 50 or more times.

Kenneth John Crasta, a software engineer who lives in Mumbai, was most active with 253 edits. In the past three years, Kenneth, who speaks English, Hindi, Marathi and Konkani, has made more than 14,000 edits to Wikipedia.

User:Cerejota, a computer programmer from Puerto Rico who now lives in Brooklyn, made 149 edits. Cerejota speaks Spanish, English,

French and Italian, plus smatterings of five other languages. **User:Whaatt**, who speaks English, Tamil and German, and edits mostly breaking news and current events, made 108 edits.

Other edits were made by an Indian MBA student living in Australia, a journalist in Portland, Oregon, an engineer in Mumbai, a musician in the UK, a Canadian law student, and a software engineer from New Jersey.

Since its creation the article has been edited over 4,252 times. Current word count, approximately 7,000. Total word count for the associated, core topic articles: approximately 42,600.

Two days after the article was created, a Wikipedia editor named Kanonkas added a map of Mumbai, which he had annotated to show the attacks' locations. The original map came from OpenStreetMap, a collaborative project inspired by Wikipedia, which supports the creation of free editable maps.

All ten images in this article are stored in the Wikimedia Commons, where they are part of a collection of several thousand Mumbai-related images. Many were shot and uploaded by Wikipedia editors, including User:Nichalp, a 27-year-old electronics engineer who lives in Mumbai.

Most articles about complex topics provide an initial overview. The Mumbai attacks spawned seven separate articles:

- Timeline of the Mumbai attacks (1,900 words)
- Attribution of the Mumbai attacks (5,500 words)
- Erroneous reporting on the 2008 Mumbai attacks (5,600 words)
- Ajmal Kasab (5,350 words)
- Casualties of the Mumbai attacks (2,050 words)
- Aftermath of the Mumbai attacks (6,100 words)
- Reactions to the Mumbai attacks (9,100 words)



WIKIPEDIA
The Free Encyclopedia

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- About Wikipedia
- Community portal
- Recent changes
- Contact Wikipedia
- Donate to Wikipedia
- Help

toolbox

- What links here
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- Upload file
- Special pages
- Printable version
- Permanent link
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- Dansk
- Deutsch
- Español

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[discussion](#)
[edit this page](#)
[history](#)

2008 Mumbai attacks

From Wikipedia, the free encyclopedia
(Redirected from Mumbai attacks)

The **2008 Mumbai attacks** were more than ten coordinated shooting and bombing attacks across Mumbai, India's largest city, by terrorists from Pakistan.^[6] The attacks, which drew widespread condemnation across the world, began on 26 November 2008 and lasted until 29 November, killing at least 173 people and wounding at least 308.^{[2][3][7]}

Eight of the attacks occurred in South Mumbai: at Chhatrapati Shivaji Terminus, the Oberoi Trident,^[8] the Taj Mahal Palace & Tower,^[8] Leopold Cafe, Cama Hospital (a women and children's hospital)^[8] Cama Hospital,^[8] the Orthodox Jewish-owned Nariman House,^[9] the Metro Cinema,^[10] and a lane behind the Times of India building and St. Xavier's College.^[8] There was also an explosion at Mazagaon, in Mumbai's port area, and in a taxi at Vile Parle.^[11] By the early morning of 28 November, all sites except for the Taj hotel had been secured by Mumbai Police and security forces. An action by India's National Security Guards (NSG) on 29 November (the action is officially named Operation Black Tornado) resulted in the death of the last remaining attackers at the Taj hotel, ending all fighting in the attacks.^[12]

Ajmal Kasab,^[13] the only attacker who was captured alive, disclosed that the attackers were members of Lashkar-e-Taiba, the Pakistan-based militant organization, considered a terrorist organization by India, the United States, and the United Kingdom, among others.^[14] The Indian Government said that the attackers came from Pakistan, and their controllers were in Pakistan.^[15]

On 7 January 2009, after more than a month of denying the nationality of the attackers,^[16] Pakistan's Information Minister Sherry Rehman officially accepted Ajmal Amir's nationality as Pakistani.^[17] On 12 February 2009, Pakistan's Interior Minister Rehman Malik, in a televised news briefing, confirmed that parts of the attack had been planned in Pakistan and said that six people, including the alleged mastermind, were being held in connection with the attacks.^[18]



Map of the 2008 Mumbai attacks

Date	26 November 2008 – 29 November 2008 (IST, +5:30)
Attack type	Bombings, shootings, hostage crisis ^[1]
Death(s)	175 (166 civilians and security personnel and attackers) ^{[2][3]}
Injured	308 ^[2]
Suspected perpetrator(s)	Lashkar-e-Taiba ^{[4][5]}

Contents [hide]

- Background
- Attacks
 - Entry into India
 - Chhatrapati Shivaji Terminus
 - Leopold Cafe
 - Bomb blasts in taxis
 - Taj Mahal Hotel and Oberoi Trident
 - Nariman House
 - End of the attacks
 - Methodology
- Attribution

Photo by User:Nichalp



The damaged Oberoi Trident hotel

Terrorism in Mumbai

Terrorism in India since 2001

nov 26
coordinated
bombing
attacks on
Mumbai

nov 08	2008 Annual Giving Campaign launches; GNU Free Documentation License 1.3 released																		Orbiter discovers evidence of enormous underground deposits of water ice on Mars												Mumbai
01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30		
Democrat Barack Obama wins the 2008 United States presidential election																		The Swedish Parliament ratifies the Treaty of Lisbon													
WikipediaWikimediaWorldwide																															

dec 08		Stanton Foundation provides \$890K to support usability										Wikipedia at Mobile Asia Congress					Wikimedia announces video tutorials					Annual Giving Campaign daily total exceeds \$300K USD								
01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
Flights to Bangkok are canceled during the 2008 Thai political crisis							Wikimedia Foundation responds to censorship in the UK					Neeru Khosla joins Advisory Board					Ghanaians vote in the presidential election run-off between Nana Akufo-Addo and John Atta Mills													

Gathering support

Our users give big

In 2008-09 more donors gave more money to the Wikimedia Foundation than ever before. The Wikimedia Foundation is grateful for this outpouring of support.

It was the biggest fundraising year in Wikimedia's history. Along with a significant increase in major donations (gifts over \$10,000), the Foundation's fifth annual giving campaign broke past the \$6 million mark. From November 2008 to the first week of January 2009, over 130,000 individuals worldwide made donations, with an overall average donation of approximately \$35.

The annual fundraiser saw an extraordinary 400% increase in giving in the third week of December with the publication of a personal appeal from Jimmy Wales.

Foundations join the cause

The Alfred P. Sloan Foundation continued to support Wikipedia, giving another \$1 million in 2008-09. They were joined by the Stanton Foundation, which gave \$890,000 to a project designed to reduce barriers to participation by making Wikipedia easier to edit. In addition, the Ford Foundation gave \$300,000 to make it easier for people to upload images, audio and video to Wikimedia Commons.

A vast volunteer effort

In 2008-09, Wikipedia's volunteers added a total of 1.6 billion words to the encyclopedia. Volunteers also uploaded 1.8 million images, movies and sound files to Wikimedia Commons. The MediaWiki software powering our projects grew by 682,000 lines of code, most of which was contributed by volunteers.

130,000
individual contributors

january
annual giving
campaign
surpasses
goal



Opposite page: photo of Jimmy Wales by William Brawley. This page, from top, photos by: Nicolas Goldberg; Mathias Schindler; Maria Krüger

Keeping knowledge free

13

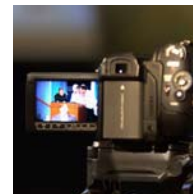
Lowering the barriers to sharing

What does it take to build a free encyclopedia in every language? A global volunteer movement of unprecedented scale, a technology platform optimized for supporting it, and the help of friends and partners with aligned objectives. Fundamentally, we believe that our commitment to openness is at the core of growing our community and increasing the wealth of content we can share freely with the world.



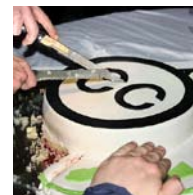
An investment in tomorrow's volunteers

With funding from the **Stanton Foundation**, we recruited a team to study the technical barriers that new editors encounter, and to improve the user interface and user experience. How can we reduce the complexity of editing a long article with tables, images, and citations? How do we make it more obvious that anyone can contribute to Wikipedia? The new "beta" interface is intended to provide answers to these questions. Our usability initiative is the single largest technological project ever undertaken by the Wikimedia Foundation, and will continue until April 2010.



How many words are a million pictures worth?

Our free knowledge projects depend on pictures, videos, and sound files to educate and inform. We were pleased to receive support from the **Ford Foundation** to launch a project in 2009-10 dedicated to making it easier to contribute such files through our free media repository, Wikimedia Commons. We partnered with the **Mozilla Foundation** to strengthen the development of free, interoperable video file formats for the open web, and with **Kaltura** to develop open source video editing technology for Wikipedia.

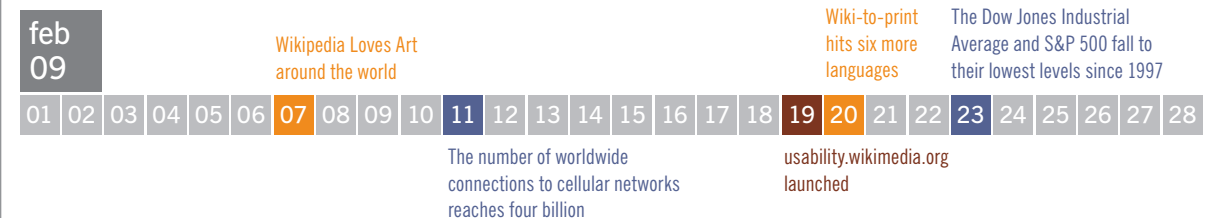


Wikimedia joins the Creative Commons

In May 2009, the Wikimedia Foundation adopted the Creative Commons Attribution/Share-Alike License as its primary content license. Content can still be used under the old licensing terms (the GNU Free Documentation License) in most cases. Both licenses grant everyone the right to re-use content from Wikipedia and its sister projects for any purpose, provided that improvements are also freely shared and attribution is given.

When Wikipedia started, Creative Commons did not exist, but it has since become the predominant legal instrument for sharing cultural works beyond the constraints of traditional copyright protections. Now, Wikipedia content can be freely incorporated into compatible Creative Commons licensed works and vice versa. This accomplishment marks a major milestone in the history of our movement.

■ Wikipedia ■ Wikimedia ■ Worldwide



Building the Wikimedia of 2015

15

In summer 2009, the Wikimedia Foundation launched its first strategic planning process at <http://strategy.wikimedia.org>

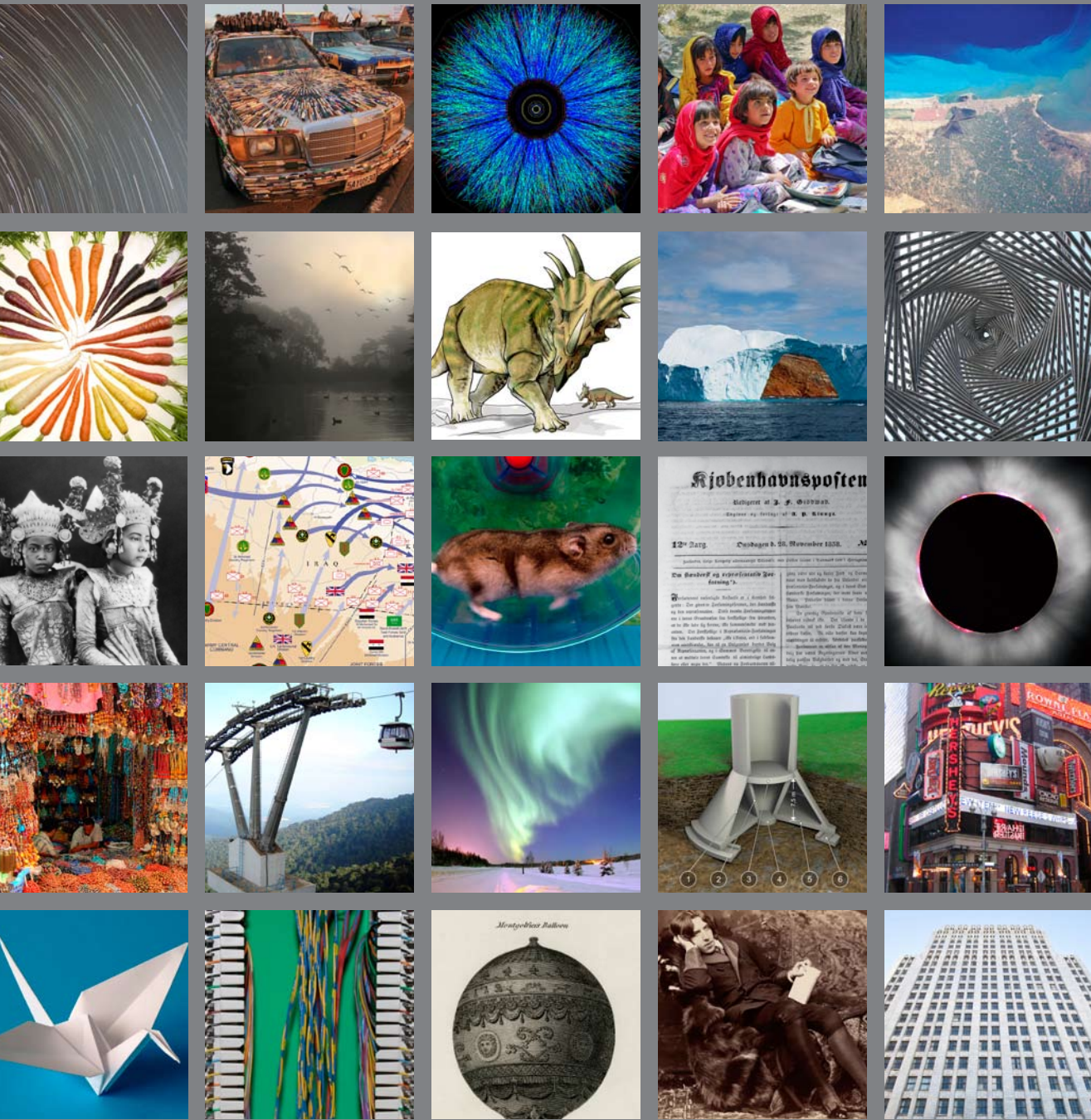
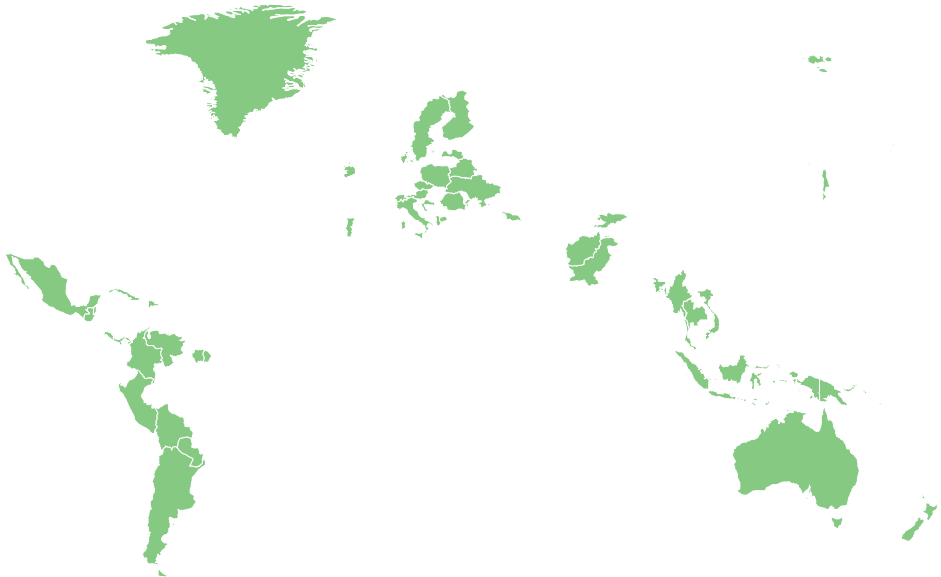
In most organizations, strategic planning is done behind closed doors, in boardrooms, by senior executives. We didn't want that. Wikipedia is founded in the idea that we are smarter together than any one of us can hope to be alone, and we wanted a strategic planning process that reflects that core belief.

Wikimedia's strategic planning process will be entirely open and collaborative, and will be carried out in public. Supported by non-profit consulting firm The Bridgespan Group, Wikimedia will bring together hundreds of people from around the world, from a wide range of backgrounds, to answer key questions such as:

- How to increase reach and volunteer participation in China, India, and Arabic-speaking countries?
- How to accelerate development of Wikipedia in other underperforming languages spoken by millions?
- How to enable Wikipedia usage among the five billion global citizens who don't have access?
- How to increase usability and foster technical invention and improve quality?
- How to foster and sustain a healthy, engaged, productive community of editors?

Usership of Wikipedia (as % of overall Internet unique users, Dec. 2008)

>30%16-30%<16%



Wikimedia Commons images, from top left: 1. Nick Ares, 2. Mila Zinkova, 3. Brookhaven Lab, 4. John Severns, 5. NASA, 6. Stephen Ausmus, 7. Mila Zinkova, 8. Mariana Ruiz Villarreal, 9. Kim Hansen, 10. Daniel Schwen, 11. Tropenmuseum, 12. Jeff Dahl, 13. User:Doenertier82, 14. User: Saddhiyama, 15. & 16. Luc Viatour, 17. Calvin Teo, 18. Joshua Strang, 19. User:Niabot, 20. User:CPacker, 21. User:Laitche, 22. Jay Walsh, 23. Carol Spears, 24. Napoleon Sarony, 25. Lane Hartwell.

mar 09

Inside Wikimedia video launched

01020304050607080910111213141516171819202122232425262728293031

China's first lunar probe, Chang'e 1, impacts the Moon

march 9

Wikimedia Commons reaches 4,000,000 files

01020304050607080910111213141516171819202122232425262728293031

English Wikipedia reaches 2.8 million articles

Wikimedia Foundation donates used servers to northsouth and SFCCP

techblog.wikimedia.org launched

German national library donates over 250K images to Wikimedia Commons

Wikipedia

Wikimedia

Worldwide

apr 09

The Group of 20 announces a US\$1-trillion agreement to combat the current financial crisis

010203040506070809101112131415161718192021222324252627282930

Wikipedia celebrates April Fool's day (or does it?)

Wikimedia community licensing vote underway

Wikimedia usability study conducts video-based usability research

The World Health Organization raises its Pandemic Alert Level to five

Orange/France Telecom forms partnership with Wikimedia Foundation

The Wikimedia Foundation is grateful to all its supporters.

Foundations

Alfred P. Sloan Foundation
Stanton Foundation
Ford Foundation
Arcadia
Open Society Institute

In-Kind Donors

The Amsterdam Internet Exchange (AMS-IX)
comScore
EvoSwitch
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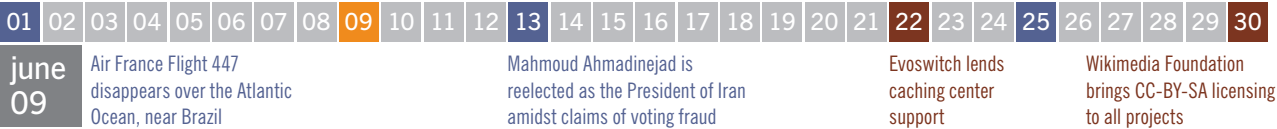
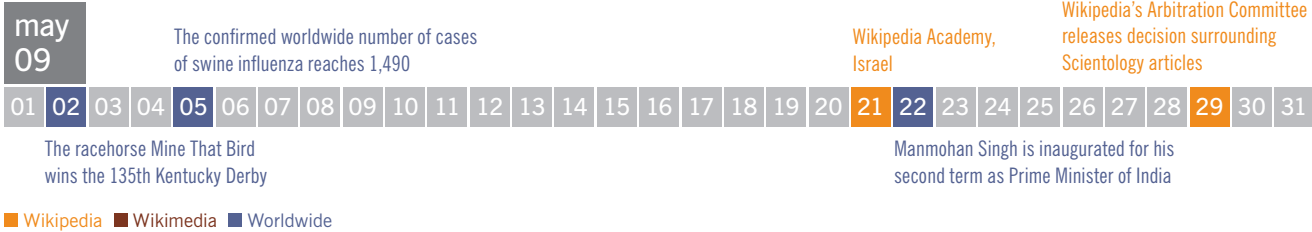
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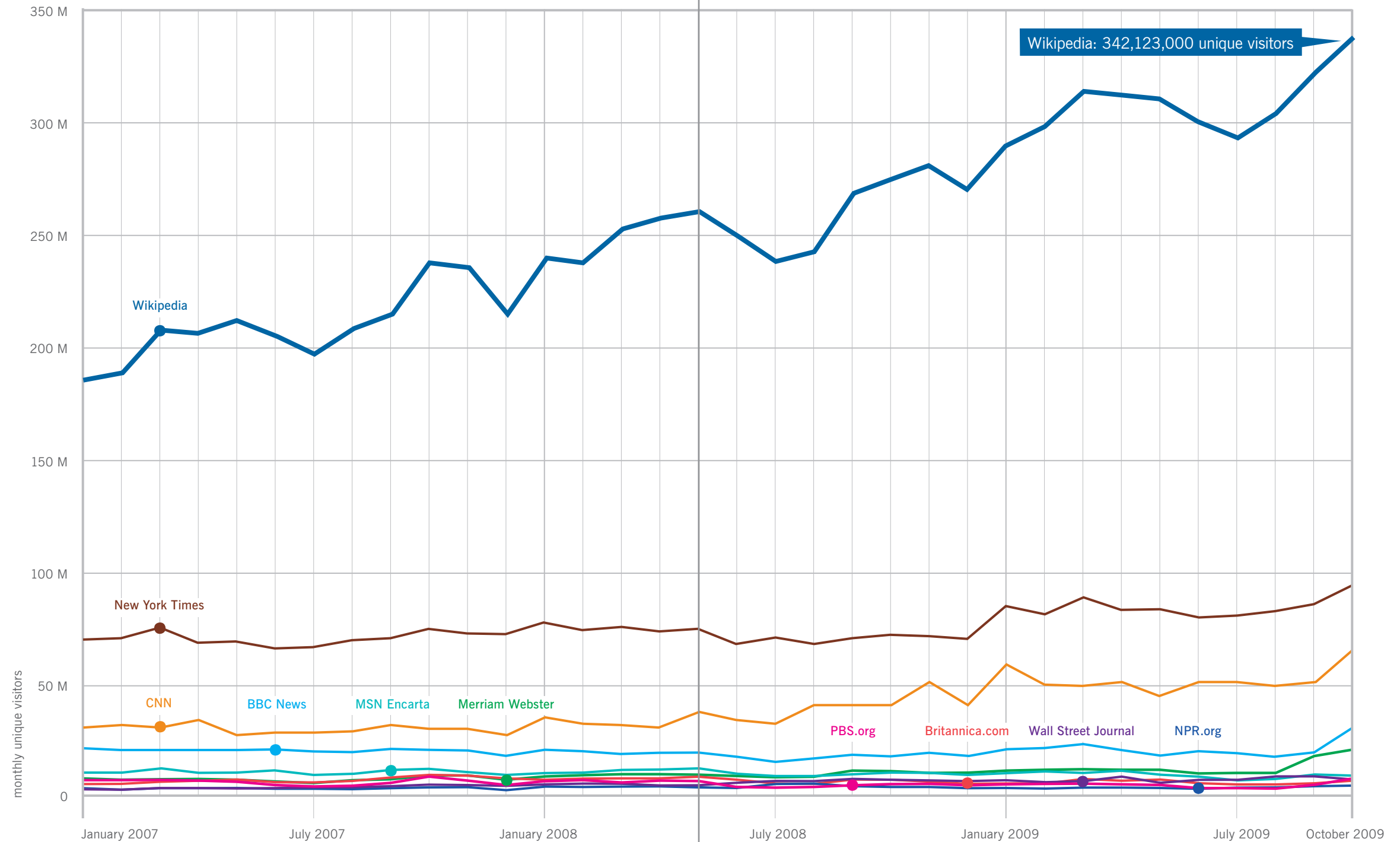
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