Wiki Education

2023–24 Annual Plan

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Looking back: 2022–23

A Year in Review

Fiscal year 2022–23 was a good year for Wiki Education. We left the global COVID-19 pandemic behind us, set the organization back on a path of growth, and celebrated a number of significant programmatic successes.

With our financial situation having improved significantly, we were able to bring back capacity that we had lost during the pandemic years. In particular, we could refill the second Wikipedia Expert position, bringing much needed relief in this area of our programmatic work. For more than two years, only one Wikipedia Expert single-handedly supported more than 10,000 students annually. We knew this was unsustainable and it was among our highest priorities to create the preconditions for growth in this important area of our work. After successfully refilling our second Wikipedia Expert role, we were able to increase the amount of quality content that our Student Program adds to Wikipedia. Although we already passed the milestone of adding *twice* the equivalent of the last edition of Encyclopædia Britannica in content to Wikipedia (!), there's still a lot left for us to do. Looking ahead, we're excited about the enormous potential our work with instructors at colleges and universities across the United States and Canada holds for the future.

Knowledge equity has been a cornerstone of our programs since our founding. Thanks to Wiki Education's efforts, content related to equity on Wikipedia has steadily improved over the years. We've also been ensuring the group of content contributors is more diverse – with 67% of our program participants identifying as women, and 45% identifying as non-white. In fiscal year 2022–23, we've taken a huge step forward by hiring our first Equity Outreach Coordinator. This position adds organizational capacity in targeted outreach for courses in equity content areas and the inclusion of diverse institutions in the Wikipedia Student Program. It will boost our ability to bring a more diverse writing voice to Wikipedia, and to add more equity-focused content. At the end of this fiscal year, this outreach to instructors at Historically Black Colleges and Universities (HBCUs), Hispanic-Serving Institutions (HSIs), and Tribal Colleges and Universities (TCUs) is already showing very promising results, and we're happy to report that we overshot all our targets in this area by wide margins.
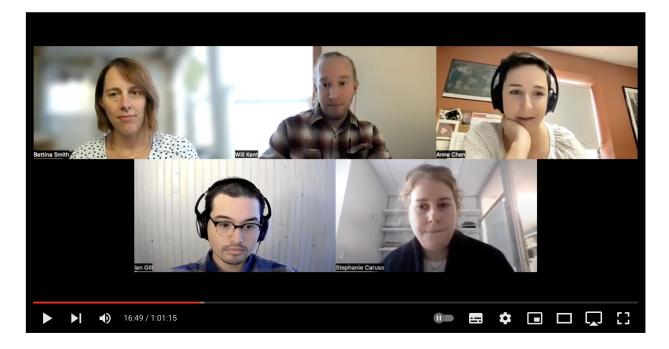
Figure 1. Wikidata Speaker Series: Bettina Smith from Dumbarton Oaks, Stephanie Caruso from the Art Institute of Chicago, Anne Chen of Dura-Europos and Bard College, and Ian Gill from SFMOMA discuss how to scale and sustain a Wikidata initiative.

One of the highlights in our efforts to attract new participants for our programmatic work and to raise awareness for our cause was our Wikidata speaker series. On the occasion of Wikidata's 10th birthday, we hosted a series of four online events in October 2022. We were able to invite an impressive list of external speakers, among them representatives of the Smithsonian, librarians and metadata experts from several university libraries, as well as representatives from different cultural institutions, including the Art Institute of Chicago and the San Francisco Museum of Modern Arts. The topics covered by these speakers ranged from the importance of Wikidata to the internet as a whole, to practical advice about using Wikidata in a variety of professional contexts (cataloging; teaching data ethics and linked data; archaeology; research; what ethical repositories / ethical data looks like). The four Zoom events attracted a total of 153 participants (40 of whom were alumni of our courses and 12 of whom were instructors in our Student Program) and we made the video recordings of the conversations available on YouTube, reaching an additional 288 viewers.

In our Wikidata-related Scholars & Scientists work, we broke new ground by experimenting with a new format: project-based Wikidata courses ("Wikidata Advanced Concepts"). These courses are targeted at advanced-level Wikidata learners and aimed at tackling a specific

project. In our first course of this kind, participants from the Biodiversity Heritage Library, the world's largest open access digital library for biodiversity literature and archives, learned how to harvest persistent identifiers from Wikidata in order to disambiguate and deduplicate author records in their database. These courses result in much more significant editing on Wikidata, leading to greater impact for both Wikidata and the participants' organizations.

We're happy to report that we hit a new milestone with our American Physical Society partnership. The American Physical Society has been an amazing partner for years now, and the results outlined in our [most current impact report](#) are nothing short of amazing. Since 2019, the association has partnered with us to improve Wikipedia's coverage of physics and physicists. It has given 93 members — among them a Nobel Prize laureate — the opportunity to work with our Wikipedia experts to practice their science communication on a worldwide stage, write biographies of historically excluded physicists, and leverage Wikidata for research, dissemination, and teaching. Just the Wikipedia articles improved by American Physical Society's members alone have reached more than 31 million readers.

> ❝ The Wiki Scientists course gave me the tools to write an article. ... However, **the most important thing I got from the course was the confidence** to do it. Wikipedia seemed like a dark universe to me, that couldn't be penetrated that easily. After this course I now feel like it is a fascinating world created and nourished by a vibrant community, and all the respect and values involved. ❞
>
> **Sofía Flores Fuentes**
> *Institute of the National Autonomous University of Mexico*

With regard to Wiki Education's financial health, we were both able to broaden our donor pipeline and meet our annual revenue target. We were also able to generate two multi-year commitments: with financial support from the Broadcom Foundation we'll provide young people the ability to see themselves in the heroes and heroines of STEM on Wikipedia. By connecting higher education classrooms to the publishing power of Wikipedia, we will help future engineers, computer scientists, and others in STEM — including thousands of women and a racially diverse group of university students — improve biographies on

Wikipedia of STEM's hidden figures. The other project, funded by the nonprofit Patient-Centered Outcomes Research Institute (PCORI) aims at improving the quality of medical information available on Wikipedia. We will train medical students in graduate level classes as well as subject matter experts from our partner organizations to edit Wikipedia and to use PCORI-funded Systematic Reviews in order to add high-quality citations to medical content.

Figure 2. Wiki Education Board members at the January 2023 strategy meeting in San Francisco

Fiscal year 2022–23 was also the year we brought back a number of in-person meetings which helped us a lot with regard to creating alignment around our current plan and Wiki Education's future. In January 2023, our board gathered in San Francisco for a strategic planning meeting. In late February / early March, the Programs Team came together in San Francisco to plan for the year ahead, and in April we hosted a strategy and annual planning retreat for people in charge of key organizational areas in Chico. Given that we moved the organization fully online at the beginning of the pandemic, meetings like these make an important contribution to creating alignment around Wiki Education's goals, and also provide staff with much needed room for re-connecting and brainstorming new ideas.

Having reached the end of fiscal year 2022–23, we're extremely happy about the significant impact Wiki Education had and we're equally excited about our new strategy which will be

published later this year. Our success has been made possible by our long-time and new funders, the tremendous commitment of our board, Wiki Education's close relationship with the community of Wikimedia volunteers as well as with the Wikimedia Foundation, the dedication of our staff, and the thousands of students, instructors, and subject-matter experts enrolled in our programs.

Programs

Wikipedia Student Program

Goal: Retain existing faculty and recruit new faculty who teach with Wikipedia as part of our effort to bring our Student Program back on a path of growth

During the 2022–23 academic year, we continued to focus on instructor retention and new instructor recruitment. We continued to conduct extensive outreach to our existing network of instructors, academic listservs, and academic social media groups. We began to conduct monthly virtual workshops for those interested in teaching with Wikipedia which have proven particularly successful before the beginning of the term. We saw a significant increase in the number of new courses in the Wikipedia Student Program, 125 in the fall and 132 in the spring. These numbers marked a significant increase from our pandemic lows of roughly 70 new courses each term.

In order to promote retention of existing instructors in our program, we continued to provide a series of engagement opportunities for instructors teaching with Wikipedia. We held weekly office hours where instructors can drop in to ask questions and interact with other professors running Wikipedia assignments. We again ran our small mentorship program in the fall and spring, and in the spring, we instituted monthly mentorship check-ins to ensure that mentors and mentees connected and had meaningful interactions. We also held two faculty panels where three faculty presented on their experiences teaching with Wikipedia. Additionally, we started a Slack channel for instructors in spring 2023 where they could engage with Wiki Education staff and other faculty. We also hosted two additional virtual workshops in spring 2023 for faculty currently running Wikipedia assignments to provide additional support. The programs addressed subjects such as finding sources, choosing articles, navigating the Dashboard, drafting work, and moving work into the Wikipedia main space.

In spring 2023, we saw a slight decline in the number of anticipated returning courses. We will be investigating the reasons for this decline and keeping a close eye on it during the 2023–24 academic year. We speculate that the main reason for the decline is being driven by a natural lull in the life cycle of our instructors coupled with several years of reduced numbers of new instructors as well as ongoing effects of the pandemic in higher education.

Goal: Broaden our footprint at diverse institutions through targeted outreach measures in our ongoing effort of bringing a more diverse group of editors to Wikipedia

We began systematic outreach to our network of instructors for introductions to professors at diverse institutions. As part of our Broadcom Initiative, in which we're recruiting courses at Historically Black Colleges and Universities (HBCUs), Hispanic-Serving Institutions (HSIs), Tribal Colleges and Universities (TCUs), and other diverse institutions to encourage students to create new biographies of diverse people in STEM, we conducted a series of outreach activities, including teaching with Wikipedia workshops, partnership development, and cold outreach. Our efforts led to a 169% increase in new courses from HBCUs, HSIs, and TCUs participating in the Wikipedia Student Program year over year.
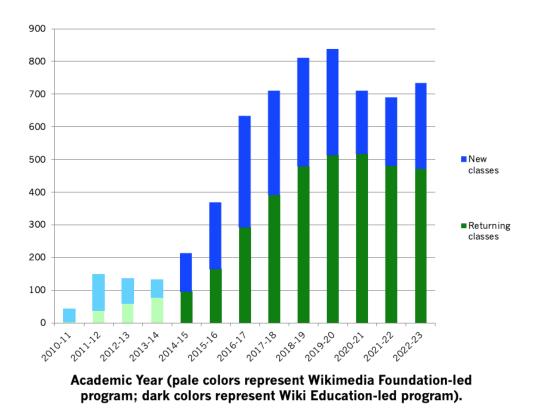
Figure 3. New and returning classes in the Wikipedia Student Program, 2010–2023.

Academic Year (pale colors represent Wikimedia Foundation-led program; dark colors represent Wiki Education-led program).

Goal: Evaluate and streamline instructions, prompts, and training materials

We updated prompts and instructions for the highest-priority needs in our training materials, including updating every screenshot and instructions when Wikipedia's new Vector 2022 skin rolled out, changing the look and feel of Wikipedia for most users. We also began working on new help videos and other resources, a project we expect to be finished next fiscal year.

Table 1. Targets for Wikipedia Student Program in fiscal year 2022–23: goals and projected actuals.

Description	Goal	Projected actual	% achieved	Notes
Program participants	13,500	12,800	95%	We supported more courses, but each course had fewer

				students than last year, possibly due to trends of declining enrollment in higher education
Wikipedia articles edited	13,500	13,000	96%	Fewer students also led to fewer articles being edited
Content added to Wikipedia	10 million words	10 million words	100%	Students were productive, however. We just hit this goal.
Retained high-quality instructors	85%	75%	88%	We had a significant drop in returning instructors in spring 2023; we are investigating the cause of this drop
New instructors from HBCUs, HSIs, and/or TCUs	10	35	350%	Hiring an Equity Outreach Coordinator to focus on this goal enabled us to significantly exceed it
New equity-related courses	20	62	310%	Hiring an Equity Outreach Coordinator to focus on this goal enabled us to significantly exceed it

Wiki Scholars & Scientists Program

Goal: Provide high quality experience for participants in Wikipedia and Wikidata courses

This year with Wikipedia we took a two-pronged approach to developing our Scholars & Scientists program. The first approach was to deepen existing ties with partners. To this end we continued our work with the American Physical Society and the National Science Policy Network. This approach allowed us to schedule, coordinate, and recruit much faster than with new partners. Since their coordinators understand how these courses work, course participants produced high quality, thematically-significant content. The other approach was developing relationships with new partners. Although this requires a substantial time investment onboarding new partners, the opportunity to work with a new audience and improve a new corner of Wikipedia made it worthwhile. This year we ran courses with the New America Foundation, the Idaho OPAL Fellows, and our first corporate-sponsored course, with Atlassian. Working with a more diverse set of partners allows for reaching more articles we wouldn't be able to otherwise. These courses also called for different approaches with curriculum, timing, and teaching style — all of which our staff, technology, and expertise was able to support.

With Wikidata we created a new curriculum, designed to benefit participants who have familiarity with Wikidata and are interested in running projects. These project-based courses were inspired by conversations from course participants to have a more advanced curriculum. There were also partial steps to this kind of course with modified curricula with our Smithsonian/Bioheritage Library course. By catering to more specific needs of a broader audience, it's our hope that we can have a more significant impact on Wikidata and the quality of the data these participants share.

Targets

Table 1. Targets for our Scholars & Scientists Program in fiscal year 2022–23: goals and projected actuals.

Description	Goal	Projected actual	% achieved	Notes
Program participants	250	270	108%	

Wikipedia articles edited	500	375	75%	A few courses focused on all participants editing one article, making us miss this goal
Content added to Wikipedia	150,000 words	185,000	123%	
Wikidata items edited	1,500	7,250	483%	Our project-based Wikidata course enabled us to significantly exceed this goal.
Wikidata statements improved	3,500	14,000	400%	Our project-based Wikidata course enabled us to significantly exceed this goal.
Participants who say course meets or exceeds expectations	96%	97%	101%	

Other Programs

Goal: Develop new angles and fresh variations of our programmatic work as part of an effort to regain grantmakers' and journalists' interest

In 2022–23, the Programs team worked closely with Fundraising to find creative ways to pitch the work we're doing. These efforts paid off: Two major, multi-year projects, the Broadcom and PCORI initiatives, as well as a smaller project funded by the Nielsen Foundation, demonstrated our willingness to be flexible. For the Broadcom project, we're

focusing on recruiting students from diverse colleges to improve biographies of diverse people in STEM on Wikipedia. In the PCORI project, we're focused on adding citations to Wikipedia through both programs. And for the Nielsen project, we're creating a portal based on Wikidata that can be used by participants in both programs. We plan to continue this flexibility in the next fiscal year.

Technology

Goal: Support Wiki Education Programs and Advancement activities

As part of baseline maintenance of our technical systems, we updated our Dashboard platform to use the latest major versions of both the Ruby programming language and the Rails web framework. We also shipped numerous bug fixes, feature enhancements, and training updates throughout the year. Highlights include a much-requested print function for the Article Viewer (contributed by 2022 Google Summer of Code intern Shashwat Khanna), numerous refinements to the Dashboard's ticketing system (thanks especially to volunteer contributor *cyrillefr*).

Support for Programs and Advancement teams also included a new Dashboard feature to customize our Wiki Expert support process for courses participating in our Broadcom initiative, along with process improvements and documentation for our marketing email system. We made a number of refinements to our blog, including a complete design refresh for our [Impact page](#).

We supported Wikimedia Foundation's technical teams to add more languages to the system that provides authorship highlighting data, and built a foundation within the Dashboard for integration with Wikimedia's in-progress Campaigns tools.

Goal: Provide support for Programs & Events Dashboard stakeholders

Thanks in large part to Outreachy intern Vaidehi Atpadkar, we added support for one of the most-requested features for event organizers: the option to track specific namespaces besides the Article namespace, along with detailed per-namespace editing statistics.

The Programs & Events Dashboard's infrastructure was more stable than in the previous year, although there are still performance problems during periods of high utilization. Tracking high-volume Wikidata editing projects continues to be popular, and this

contributes to both increased database storage requirements and occasional downtime. More performance optimization and data architecture changes will be required within the next couple of years to put the system on a sustainable trajectory in terms of computing resource requirements.

In addition to office hours and usage demonstrations during virtual community events, we launched a Telegram channel for chat-based Dashboard support.

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

After doing substantial preparatory research and discussing the project with other experts in the Wikimedia technical ecosystem early in the year, we kicked off concrete planning and hiring, along with preliminary design exploration, in Q4 as soon as we received funding for this project. The bulk of this project will take place in the coming fiscal year, beginning in July 2023.

Targets

Table 2. Targets for Technology in fiscal year 2022–23: 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%	99.74%
Provide timely support for the technical needs of the organization		
Improve the user experience for students and instructors interacting with sandboxes		In progress as of May, projected to be completed by the end of June
Hold Dashboard office hours at least quarterly	4	4

Complete at least one high-priority project from the Programs & Events Dashboard roadmap		We deployed namespace-specific stats tracking in Q2.
Start building a system that can generate a dataset of all core content (i.e., articles and items) about an arbitrary topic area		Preparations began in Q4 when we received funding.
Start building a system that can visualize key metrics about a topic area's content, and visualize Wiki Education's impact on those metrics		Preparations began in Q4 when we received funding.

Communications

Goal: Support organization's communications needs and overhaul existing materials in an effort to reduce complexity.

In fiscal year 2022–23, we were able to expand our communications capacity by hiring a former staff member part-time. This freed up the time of program leadership staff and contributed to relationship building with our funders, mission champions, new program participants, and prospective audiences.

Given that Wiki Education operates in a small niche, we reviewed key pages of our website as well as messaging in our blogs and proposals and reduced complexity. One such project was redesigning the [partnerships page](), which invites prospective sponsors to begin developing a Wikipedia Initiative with us that fits their goals. We also honed messaging points for our different audiences. Instructors and Teaching & Learning Centers were particularly interested in how the Wikipedia assignment builds career skills, for example. And student interviews were powerful in telling these stories.

Figure 4. Students whose perspectives we featured [on our blog](#) this fiscal year.

In order to amplify our successes to a larger audience, we encouraged program participants to collaborate with communications departments at their institutions and to pursue other publishing opportunities to spread the word about the Wikipedia assignment. We surpassed our goal in features from publications like *[Inside Higher Ed](#)*, *[Stanford Law](#)*, *[UCLA News](#)*, *[UMaine News](#),* and *[Government Technology](#)*. Instructors also published research articles about their Wikipedia assignments, including in the *[Journal of Dante Studies](#)* and the *[Computers and Composition Online Journal](#)*. One instructor whose students were quoted on our blog was grateful to include the feature in her tenure application.

Targets

Table 2. Targets for Communications in fiscal year 2022–23: goals and projected actuals.

Description	Goal	Projected actual
Work with participants in our programs and place articles about their experience in their local university newspaper / academic association journal / etc.	10	12
Thoroughly review all existing organizational communication materials and reduce complexity		We started this work as described above and we will make further incremental

		improvements going forward.

Advancement

Fundraising

Goal: Raise a total of $2,415,000 for Wiki Education's programmatic initiatives, with a strong focus on institutional grantmakers.

We met our fundraising goal for fiscal year 2022–23 for the first time since the pandemic. This success was driven by new and renewed institutional support at a higher level as well as by a six-figure gift from an individual major donor. Institutional funding support includes:

1. Wikimedia Foundation: General operating support as part of a two-year Annual Plan Grant through the Wikimedia Community Fund

2. William and Flora Hewlett Foundation: General operating support as part of a Hewlett's Open Educational Resources (OER) strategy

3. PCORI: 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

4. Broadcom Foundation: support for increased recruitment of instructors and students at HBCUs, HSIs, and TCUs who will add new STEM biographies of pioneering women and people of color to Wikipedia to expand diversity of inspiration

5. Guru Krupa Foundation: Wikipedia Student Program support for improving students' STEM communication and STEM information on Wikipedia

6. Nielsen Foundation: for the development of an online portal that uses Wikidata to identify coverage gaps and increase the visibility of historically excluded groups on Wikipedia

7. [Samuel H. Kress Foundation](#): for a 10-week Wiki Scholars course that will add scholarly information on pre-modern European art and architecture to Wikipedia

8. [Leighty Foundation](#): General operating support

9. [WITH Foundation](#): for three 6-week courses that will train healthcare and developmental disability experts, including self-advocates with lived experience, how to embed crucial information into Wikipedia and increase awareness of developmental disability healthcare

Wiki Education's progress towards our mission, vision, and variety of initiatives would not be possible without this generosity, and we are deeply thankful to each of these supporters.

By the end of the fiscal year, we will have submitted a total of 21 letters of inquiry and grant proposals to foundation prospects. The higher submission rate and success in securing funding has been mainly due to more up-front conversations with program and grants officers by phone or Zoom. The screening of 1,400+ foundation prospect names with an interest in either STEM education, humanities, career readiness, public education, undergraduates, and/or equity was completed at the beginning of August 2023. An additional 612 new foundation prospects interested in funding environmental education, strengthening democracy, and promoting equity in higher education will be screened by the end of this fiscal year.

With improved moves management systems in place with Salesforce, there was more organized and consistent cultivation and solicitation of past and ongoing individual donors leading to higher donation renewal rates and donation amounts in some cases. We also experienced a significant uptick in the number of small monthly donations from employees and employer matches provided by third-party administrators, such as Benevity, Fidelity, and YourCause.

We faced several challenges as we researched and reached out to private foundation and corporate prospects: 1) new general operating support and ongoing program support opportunities were scarce; 2) a focus on local communities eliminated us from geographic considerations; 3) an increasing number of private foundations and corporations do not accept unsolicited proposals or accept a proposal by invitation only.

Table 3. Targets for Fundraising in fiscal year 2022–23: goals and projected actuals.

Description	Goal	Projected Actual	Notes
Raise $2,415,000, with a strong focus on institutional grantmakers	$2,415,000	$2,275K in cash plus another $175K that will be disbursed in three additional installments after this fiscal year	Mostly comprising eight new and previous institutional funders and a significant individual major gift
Screen at least 600 new foundation prospects	600	639	These new prospects came from FoundationSearch lists as well as leads from staff, program participants, and Advisory Board members
Submit at least 20 letters of inquiry or grant proposals	20	21	By the end of Q4, 21 LOIs or grant proposals will have been submitted to foundations

Goal: Add more members to the Advisory Board and foster a deeper sense of community and connection to Wiki Education among members.

We succeeded in fostering a deeper sense of community among Wiki Education's Advisory Board members. We organized a Kick-off Social meeting in Q1, which included an ice-breaker and an opportunity for all the Advisory Board members to meet each other for the first time. We developed a communications plan to engage the Advisory Board members, including emailing quarterly updates on the organization as well as hosting an educational presentation with a special guest that would both inform and inspire the members. Dr. Amin Azzam at UCSF, a long-time instructor with the Wikipedia Student

Program and champion of our work, gave an enthralling presentation in Q3 that covered his experience teaching medical students how to edit Wikipedia.

One Advisory Board member stepped down, dropping us to five members. It has also taken longer than expected to get a personal introduction to some of the foundation prospects that our Advisory Board members have identified, and two of the members have not provided any fundraising leads yet. Consequently, we have been unable to meet our goal for revenue generated from these leads and have fallen short on the number of the introductions made to decision makers at grantmaking institutions and high net-worth individuals.

Table 4. Targets for Fundraising in fiscal year 2022–23: goals and projected actuals.

Description	Goal	Projected Actual	Notes
Add at least 4 qualified new members to the Advisory Board.	4	0	We prioritized finding ways to meaningfully engage with existing members over recruiting new members
Host a community-building meeting for Advisory Board members in Q1.	1	1	We hosted a Kick-off Social that all Advisory Board members attended on August 16, 2023.
Utilize the Advisory Board to make introductions to at least 15 decision makers at grantmaking institutions as well as high net-worth individuals.	15	14	Three of our five Advisory Board members identified grantmaking prospects to meet with

Introductions are expected to result in at least $75,000 in grants or donations.	$75,000	$0	We haven't been successful yet in getting a response or interest from the foundation and corporate leads that Advisory Board members have provided

Table 5. Fundraising revenue target vs. cash-basis actuals for fiscal year 2022–23, breakdown by quarter

	Target	**Projected Actual**
Q1	$1,220K	$730K
Q2	$460K	$76K
Q3	$650K	$696K [2]
Q4	$85K	$773 [1] [2]
Total	$2,415K	$2,275K

Notes:
[1] Projections as of June 9, 2023.
[2] In Q2, we signed a grant agreement over $250K, which will be disbursed in five individual payments. This table shows only the first two payments over $34K and $41K made in Q3 and Q4.

Earned income

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

In fiscal year 2022–23, we worked with several partners to run 23 Scholars & Scientists courses. We supported 250 scholars, scientists, and other subject-matter experts as they completed in-depth Wikipedia and Wikidata training courses. At the time of writing, we have run 21 courses with plans for at least two more, slightly exceeding our goal of running 22 Scholars & Scientists courses this fiscal year. We continued ongoing partnerships with organizations like the American Physical Society and the National Science Policy Network. We fostered new partnerships with organizations like New America and the Idaho State Board of Education.

Goal: Build the pipeline of new and prospective customers, running some small-scale experiments on new ways of engaging individual and institutional customers with our service offerings.

The American Physical Society branched out by sponsoring a Wikidata training course to their members, which gave us the opportunity to work with new Wikidata users beyond libraries and museum professionals. We believe we can repeat this model with other long-term partners who would like to get more involved with Wikidata.

We tested a new model with the Idaho State Board of Education by developing a series of virtual training courses to offer one dedicated cohort of participants, partnering with their existing OPAL Fellows program. We're enthusiastic about this group's work on Wikipedia and Wikidata across disciplines and topic areas and are hopeful we can not only repeat this model with new participants from public institutions of higher education in Idaho next fiscal year but can sell this model to other states.

We also experimented with a virtual speaker series this year, celebrating Wikidata's 10th birthday by bringing together Wikidata leaders and past Wikidata Institute alumni to reflect on Wikidata's place in the internet ecosystem now and in the future. The series was successful in reaching new audiences and in inspiring sign-ups for our Wikidata Institute and newsletter, and it initiated conversations with prospective partners that we're cultivating to run full Wikidata training courses for their stakeholders. It showed us that our

target audience is seeking community off-wiki as well as ways of connecting with Wiki Education before committing resources to this work.

The high-level picture though is that we've neither been able to significantly grow our customer pipeline, nor have we been successful in meeting our revenue goals for the Scholars & Scientist Program in the first three quarters of the fiscal year. We're still looking into the reasons for these shortcomings which might have been caused by too much experimentation and not enough focus on actual sales.

In Q4, we surpassed our revenue goal with additional help from our fundraiser who successfully secured course funding from a private foundation. We also secured a six-figure gift for our new strategic priority to combat mis- and disinformation and support democracy in the United States. That gift will allow us to create new partnerships and offer a significant number of free courses to new partners. We expect to generate additional sales once these new partners have experienced the impact that our Scholars & Scientists Program creates.

Going forward, we will spend less time on experimentation and significantly increase the time that we're spending on sales. Overall, the Scholars & Scientists program has generated high-quality content in areas that are in high demand. Next fiscal year, we'll make strong efforts to change our sales approach in a way that the program also becomes fully self-sufficient financially.

Targets

Table 6. Non-revenue target vs. actuals for fiscal year 2022–23

Description	Goal	Projected actual
Partner with institutions to run Scholars & Scientists courses	Run 22 Scholars & Scientists courses	We will run 23 Scholars & Courses by the end of the year

Experiment with new low-barrier ways to recruit sponsors	Experiment with at least 2 new ways to engage prospective partners and sponsors	We experimented with 3 new models: getting an existing partner with a Wikipedia Initiative to try out a Wikidata course; developing a year-long training program; running a virtual webinar series to amplify successes.
Kick off a two-year capacity-building project aimed at laying the foundation for long-term growth of our Scholars & Scientists Program	Dependent on funding	We only received funding for the technical parts of the capacity-building project. That leaves us in a situation where we're still in need of funds for market research and marketing.

Table 7. Scholars and Scientists Program earned income target vs. cash-basis actuals for fiscal year 2022–23, breakdown by quarter

	Target	Actual	Difference
Q1	$60K	$27K	($33K)
Q2	$40K	$17K	($23K)
Q3	$60K	$23K	($37K)
Q4	$60K	$82K [1]	$22K
Total	$220K	$149K	($71K)

Notes:
[1]   Projections as of June 9, 2023.

Expenses

Due to the fact that a major gift was disbursed in Q4 instead of in Q1, we were behind in our spending for most of the year. Most of the delayed spending was in the areas of payroll and outside contractors. We expect that the vast majority of funds from this gift will move to next fiscal year.

Table 8. Fiscal year 2022–23 Quarterly Expenses: Plan vs. Actuals

	2022–23 Plan	**2022–23 Actuals**	**Variance**
Q1	$552K	$395K	($157K)
Q2	$609K	$424K	($185K)
Q3	$590K	$473K	($117K)
Q4	$666K	$479K [1]	($187K)
Total	$2,417K	$1,771K	($646K)

Notes:
[1]   Projections as of May 12, 2023.

Human Resources

In fiscal year 2022–23, we added much needed capacity in different areas and also created a new role based on our strategic priorities. In November, we refilled our second Wikipedia Expert position with Brianda Felix who participated in a Wikipedia assignment during her college years at UCLA. Bringing much needed relief to our Wikipedia Student Program, Brianda is spending most of her time monitoring and tracking student contributions on-wiki, answering questions, providing feedback, and explaining Wikipedia rules and policies in concise ways to new student editors.

Beginning in July, Cassidy Villeneuve re-joined us as a part-time Communications and Marketing Coordinator. In this role, she worked on improving marketing materials for our Scholars & Scientists Program, as well as on taking care of blog posts, social media channels, and other communications needs for the organization.

Figure 5. Brianda Felix and Andrés Vera.

Andrés Vera filled the new role of Equity Outreach Coordinator. This new role confirms our ongoing commitment to bringing a more diverse writing voice to Wikipedia, and adding more equity-focused content. As the Equity Outreach Coordinator, Andrés is conducting targeted outreach for courses in equity content areas and the inclusion of diverse institutions in the Wikipedia Student Program, including Historically Black Colleges and Universities (HBCUs), Hispanic-Serving Institutions (HSIs), and Tribal Colleges and Universities (TCUs). Andrés is also encouraging more instructors who teach courses related to race, gender, sexuality, disability, and other equity-related disciplines at other institutions to teach with Wikipedia.

Looking ahead: the 2023–24 Plan

Embarking on a new strategy

Wiki Education's annual plan for fiscal year 2023–24 will be grounded in our new strategy, which our board developed over the course of a year-long strategic planning exercise. Rather than moving Wiki Education into a whole new direction, we see this new strategy as an evolutionary step, as it builds upon our former organizational strategy published in 2018.

In the coming year, we will focus our work on the following goals, as outlined in our new strategy:

1. Combat disinformation and support democracy

   Disinformation has been used as a way to undermine democratic processes and weaken confidence in public institutions. When it comes to web-based information, Wikipedia stands out as a reliable and unbiased source of knowledge that people trust more than traditional news media. Providing the public with accurate and trustworthy information through Wikipedia will become even more important during the time prior to the 2024 U.S. election. That's why we'll focus Wiki Education's programmatic efforts next fiscal year on supporting democracy in the United States by improving Wikipedia's and Wikidata's coverage in areas that help the public better understand our political system and the values it is based upon.

2. Strengthen and expand our partnerships with cultural institutions

   Museums, libraries, and archives have been preserving our cultural heritage for many generations. In the 21st century, Wikipedia and Wikidata provide a tremendous opportunity for those cultural institutions to expand their reach massively and share their treasures with millions of people around the world. That's why Wiki Education will embark on a multi-year process to strengthen and expand its partnerships with cultural institutions and improve the public's access to knowledge through Wikipedia and Wikidata.

3. Explore the creation of a Global Education Hub

Today, volunteers in different countries run programs that build bridges between Wikipedia and the world of Education. Many of those volunteer-run efforts would benefit from dedicated support. Places where no Education Program exists might need a spark to start something amazing. Collectively, we have yet to realize the full potential of a close cooperation between educational institutions and Wikipedia. That's why Wiki Education will work closely with the Wikimedia Foundation and the Wikipedia and Education User Group in exploring the option of creating a Global Education Hub that will serve the needs of the Wikipedia and Education community across countries.

4. Create a tool to visualize the impact of Wikipedia content campaigns

   Our institutional partners, as well as prospective funders, are attracted by the idea of systematically improving a particular subject area over time — which our programs are doing. However, we currently don't have a good way to show that effect, except by highlighting individual articles. We know that the broad sweep of high-quality Wikipedia and Wikidata content that comes out of our programs has a huge impact. That's why, in fiscal year 2023–24, our technology work will be focused on building a data pipeline to define and quantify coverage for an arbitrary topic area, and create visualizations to show how much of that coverage came from Wiki Education's programs. We will be able to use these visualizations to tell the story of how much difference it makes to fund and execute a Wikipedia content campaign in a particular topic area.

Being the world's only organization with the ability to systematically improve the public's access to reliable information through Wikipedia at scale, Wiki Education is a gem that needs to be protected for years to come. A key part of ensuring the sustainability of our organization is to develop a funding model that allows us to grow Wiki Education to a point where it is more resilient with regard to both external events and staff-turnover. The two difficult years during the COVID-19 pandemic have taught us how hard it can be to maintain an acceptable level of impact with a much reduced staff. After the layoffs in 2020 we suddenly had no backup for key positions and a good number of people on staff were on the brink of exhaustion and burn-out. That's why, in order to increase Wiki Education's resilience and long-term sustainability, we will focus our Advancement work in fiscal year 2023–24 on further broadening our pipeline of institutional donors, exploring new funding

streams, and executing an awareness campaign that highlights our programs and their impact.

Given that we're still understaffed in critical positions, we decided to take a cautious approach when it comes to our goals for next fiscal year. We won't immediately embark on the development of a Wikidata Student Program. Instead, we will explore the feasibility and the funding of such a program whenever we have free capacity to do so and move the launch of this new program into fiscal year 2024–25.

The environment Wiki Education is operating in is currently changing at a quick pace. Changes in people's search behavior as well as the advent of AI-powered chatbots disrupt the web. Declining enrollments and post-Covid impacts affect universities and colleges across the United States and Canada. At the same time, Wiki Education has a strong track record of recognizing external trends early on, and of continuously evolving its models and assumptions based on a culture of data-based decision making. That's why we're full of confidence and excitement when it comes to embarking on our new strategy beginning in July 2023.

Programs

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

As part of our awareness campaign, Wiki Education will kick off a virtual speaker series, hosting monthly discussions with external speakers. Modeled after the successful Wikidata-themed speaker series we hosted for Wikidata's 10th birthday, these will cross all programs and align with Wiki Education's strategy. Possible topics include Wikipedia and disinformation, Wikipedia and AI writing, Wikipedia and climate change, Wikidata and cultural institutions, Wikimedia projects and equity, and more.

Goal: Engage in scholarly activity around Wikimedia projects

As academic researchers engage more and more with Wikipedia, Wikidata, and the impact of Wiki Education's programmatic efforts, we will play a more active role in helping to coordinate and advance scholarly research. In particular, we will collaborate with several Wikipedia Student Program instructors, who are proposing a *Wikipedia Studies* book, as well as seeking opportunities to publish our own scholarship.

Goal: Research global education program leaders' needs

As part of our new strategy, we are exploring the creation of a Global Education Hub, a new structure of coordination within the Wikimedia universe. The first step, however, is to identify what the collective vision and needs are of global education program leaders, to determine if a hub is even the correct structure. In collaboration with the Wikimedia Foundation, the Wikipedia & Education User Group, and global education program leaders, Wiki Education will facilitate a research project to identify needs in the Wikipedia and education community. Based on the outcomes of this research, we may pursue the creation of a Global Education Hub.

Student Program

Goal: Grow the impact of the Wikipedia Student Program

In alignment with our strategy, we will focus on growing participation in and impact from the Wikipedia Student Program. We'll recruit new courses in aligned content areas, including knowledge equity, climate change, political science, medicine, and STEM. We'll also put effort into bringing on new faculty who teach at diverse institutions, including Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutions (HSIs), and Tribal Colleges and Universities (TCUs). Finally, we'll investigate and seek solutions to counter a dip in returning instructors.

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

Generative AI tools like Chat GPT are sweeping through universities. Declining enrollments and post-Covid impacts are changing the landscape of higher education. The 2024 U.S. election promises to bring misinformation and disinformation on the internet to the forefront of the American zeitgeist. We'll closely monitor these and other external trends affecting higher education, making adjustments to our programs as needed.

Goal: Provide high-quality support for student editors

Ensuring students who participate in our program have a good experience editing Wikipedia is key to success. In 2023–24, we'll redouble our efforts to ensure we're providing high quality support for student editors. We'll evaluate and iterate on our training materials, pedagogical prompts, and other resources, drawing from focus groups,

instructor survey results, and student feedback. We'll also launch new how-to videos within our trainings for student editors, the most commonly requested resource.

Targets
- 14,000 program participants (baseline: 12,800)
- 14,000 Wikipedia articles edited (baseline: 13,000)
- 11 million words added (baseline: 10 million)
- 80% retained high-quality instructors (baseline: 75%)
- 50 new instructors from HBCUs, HSIs, and/or TCUs (baseline: 35)
- 75 new equity-related courses (baseline: 62)

Scholars & Scientists Program

Goal: Run high-quality Wikipedia and Wikidata courses

We will continue to offer participants high-quality Wikidata and Wikipedia editing course offerings. We hope to focus several courses on topics relevant to our strategy, including political science/democracy in advance of the 2024 election, climate change, medicine, and equity, among others. We also expect to grow our guest instructor model significantly this fiscal year, enabling us to support more courses.

Goal: Explore partnerships model with cultural institutions for Wikidata

In 2023–24, we will explore what a long-term partnership Wikidata program model might look like. Based on findings from our consultant model this fiscal year, we will investigate suitable cultural institutions and pursue a long-term partnership if we can determine a financially viable model.

Targets
- 300 program participants (baseline: 270)
- 500 Wikipedia articles edited (baseline: 370)
- 200,000 words added to Wikipedia articles (baseline: 185,000)
- 7,250 Wikidata statements edited (baseline: 7,250)
- 14,000 Wikidata statements improved (baseline: 14,000)
- 97% of participants say course met or exceeded expectations (baseline: 97%)

Technology

Goal: Maintain and improve the Dashboard's codebase, infrastructure, and usability

Keeping both Wiki Education Dashboard and Programs & Events Dashboard running smoothly is essential to the success of our programs as well as many others in the global Wikimedia movement. This means supporting the live websites as well as keeping the code and test suite up to date to ensure we can keep it running well into the future. In the coming year, we anticipate some necessary infrastructure adjustments to keep up with the high utilization of Programs & Events Dashboard.

Targets
- 99.5% or greater uptime for dashboard.wikiedu.org
- 98% or greater uptime for outreachdashboard.wmflabs.org

Goal: Support Wiki Education Programs and Advancement activities

The Technology department is responsible, in broad strokes, for supporting staff efficiency and program growth through technology. As in previous years, we anticipate identifying many small technical needs, bugs, and areas for improvement throughout the year. Our work in these areas will automate tedious processes, let staff work more efficiently, and make our websites and services more user-friendly.
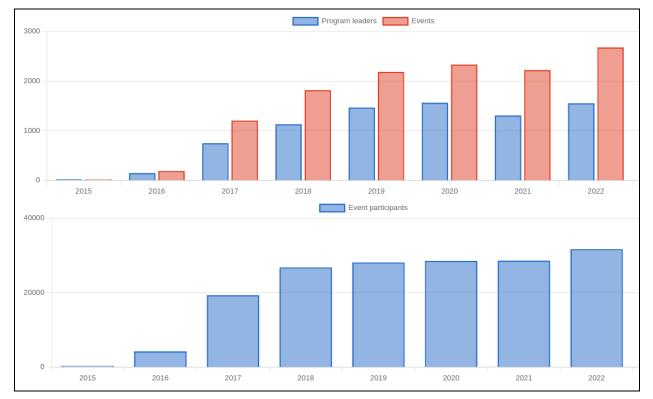
Targets
- Provide timely support for the technical needs of the organization

Goal: Provide support for Programs & Events Dashboard stakeholders

This year we will continue to provide a high level of support for the critical movement infrastructure of Programs & Events Dashboard. 2022 saw more Dashboard utilization than any previous year, with the largest ever number of events — 2,675, up 15% over the previous high water mark in 2020 — and a massive increase in total number of edits tracked — well over twice the number from the previous year. Wikimedia's in-progress "Events Center" project for campaign organizing will integrate with the Dashboard and drive up usage further. High-intensity utilization for Wikidata projects is a particular risk; these projects have driven a rapid increase in database size which may require some substantial re-engineering of the Dashboard's data architecture to ensure long-term system stability.

We'll support urgent needs from Programs & Events Dashboard users as they emerge, and continue making progress on the long-term Dashboard roadmap.

Figure 6. Yearly usage stats for our Programs & Events Dashboard platform: in the upper half the number of people who use our platform in their capacity as program and event organizers (blue), and the number of events they organize (red); in the lower half the number of program and event participants whose contributions to Wikimedia projects get tracked through the platform.

Targets
- Hold Dashboard office hours at least quarterly
- Develop an architecture plan for reducing database storage requirements

Goal: Develop a system for visualizing impact on specific topic areas

Wiki Education's participants, funders, and potential funders want to understand the big-picture impact of our work together. The key questions are:

1. What is content like for [MY AREA OF INTEREST]?
2. How has the content about [MY AREA OF INTEREST] changed?
3. How much of that change are we responsible for?

We will complete the initial version of a machine learning system that can answer these questions along with an application to visualize and explore data about topic areas of focus.

Targets
- Build and deploy a system that can generate a dataset of all core content (i.e., articles and items) about an arbitrary topic area
- Build and deploy the initial version of a system that can visualize key metrics about a topic area's content, and visualize Wiki Education's impact on those metrics

Communications

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

We will continue to activate program participants to share their stories on our blog and social media, as well as with their networks. We will also build upon the success of last year, where we asked featured instructors to forward these profiles to contacts at their university newspaper.

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

In fiscal year 2023–24, we will lead awareness campaigns to increase public understanding of and interest in our mission. The goal is to spread awareness of Wikipedia as a place where knowledge producers and institutions can actively engage to advance their missions, and to show how Wiki Education is the fundamental connector between these worlds. One key way to identify new exposure channels is through our existing network of mission champions, who may also connect us with speaking engagements, networking, and events that will aid in this goal. We will also continue to engage channels such as listservs, social media, and other specialized online communities.

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.

Going forward, we will spend a significant amount of our communications capacity on attracting subject-matter experts for our Scholars & Scientists program. In fiscal year 2023–24 we'll hand out a significant number of free courses as part of our "Strengthening democracy campaign". We will be providing dedicated recruitment support whenever needed. More importantly, shifting the responsibility for this area of our Scholars & Scientists work will free up our Director of Partnerships who has been involved in this effort in the past, so she can fully focus on building our pipeline of new paying customers.

Targets
- Work with participants in our programs to place at least 12 articles about their experience in their local university newspaper / academic association journal / etc. (baseline for fiscal year 2022–23 is 10)
- Recruit a sufficient number of subject-matter experts for sponsored Scholars & Scientists courses (at a 15 participants minimum per course).
- Successfully execute a campaign that raises awareness for Wiki Education's mission and impact.

Advancement

Fundraising

Goal: Raise a total of $2,214,000 for Wiki Education's programmatic initiatives, with a focus on institutional grantmakers and institutions whose mission includes educating the general public.

We will continue to reach out to grants and program officers at private foundations and corporate institutions who we believe have mission alignment or an interest in one of our programmatic interests, including promoting Diversity, Equity, and Inclusion, strengthening democracy, and STEM, environmental, and arts education. Having secured more new funders in the past fiscal year, we are better positioned to request warm introductions to like-minded institutions. Because we will have screened 2,200+ foundation and corporate names in our primary program areas by the end of fiscal year 2022–23, there will be a smaller number of prospects to cultivate for more specific topics. Coupled with the three challenges outlined in Fundraising's report section, we expect fewer opportunities to

submit letters of inquiry and grant proposals next fiscal year. In response to this, we will start exploring a new funding channel in government grants and hire a consultant that will help us decide whether this new area of fundraising will be a good fit for us going forward. Given that Wikipedia's reach resonates well with many of our existing funders, we will also increase 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 fiscal year 2022–23, we started creating leads for DEI-related funding in the corporate world. We will continue this work and focus part of our fundraising capacity on these opportunities. In an effort to raise awareness of Wiki Education and our work in the corporate space we'll aim at presenting at at least one DEI conference and pursue other networking opportunities as appropriate.

Targets
- Raise $2,214K primarily from institutional grantmakers.
- Submit at least 15 letters of inquiry or grant proposals.
- Leverage our current funders for warm introductions to new foundations prospects.
- Attend a DEI conference to raise awareness for our work and to create and cultivate relationships that lead to funding opportunities.

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

While we succeeded in engaging with our Advisory Board members throughout last fiscal year, we will have a stronger focus on adding more qualified members, particularly those with connections to corporations with DEI-related grantmaking programs. We will also follow up with our current members' existing corporate leads that they've identified to secure meetings, and ultimately, secure a grant or sponsorship for our programmatic priorities.

Targets
- Add at least 2 qualified new members to the Advisory Board.
- Target corporate contacts in members' networks and/or invite those to join our Advisory Board.
- Generate at least $100,000 in revenue through introductions made by advisory board members.

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.

To continue bringing in subject-matter experts for Wikimedia projects and unrestricted funding for Wiki Education, we will partner with institutions eager to share academic scholarship with the public and provide an engaging experience to members, employees, or other stakeholders as they improve Wikipedia or Wikidata. We will continue partnering with academic associations, research institutes, galleries, libraries, archives, museums, and universities. We will work to expand our relationship with cultural institutions and corporate sponsors.

Targets
- Generate at least $205,000 in earned income for our Scholars & Scientists Program.

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.

To implement the new strategic goals, we'll spend this fiscal year seeking partners working to fight mis- and dis-information and strengthen democracy. We'll support them as they begin Wikipedia Initiatives to bring high-quality academic knowledge about civics, elections, public policy, and democratic systems to Wikipedia. We will tap into partners' existing channels of communication to reach their members — webinar series, internal publications, external publications, events and conferences, etc. — to share the excellent work we have been doing and aim to do in the coming years, and we'll recruit their members, employees, and other stakeholders to improve these topic areas on Wikipedia.

Targets
- Partner with at least four institutions to combat mis- and disinformation and support democracy by improving Wikipedia's coverage of democratic processes and elections.
- Run at least 9 Scholars & Scientists extended courses related to civics, elections, public policy, and democratic systems.

Projected Revenue

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

Table 8. Projected revenue, by quarter, for fiscal year 2023–24.

	Q1	**Q2**	**Q3**	**Q4**	*TOTAL*
Revenue Total	$75K	$283K	$1,593K	$263K	*$2,214K*
Fundraising	$30K	$200K	$1,534K	$208K	*$1,991K*
Earned income	$45K	$63K	$60K	$55K	*$223K*

Expenses

In fiscal year 2023–24, our expenses will be slightly higher than our revenue. This is based on the fact that we have already secured funding for a number of projects in the previous fiscal year and we'll spend that money going forward.

Table 9. 2023–24 Plan revenue and expenses.

	2022–23 Plan
Revenue	$2,214K
Expenses	$2,386K
General & Administrative	$356K
Programs	$972K

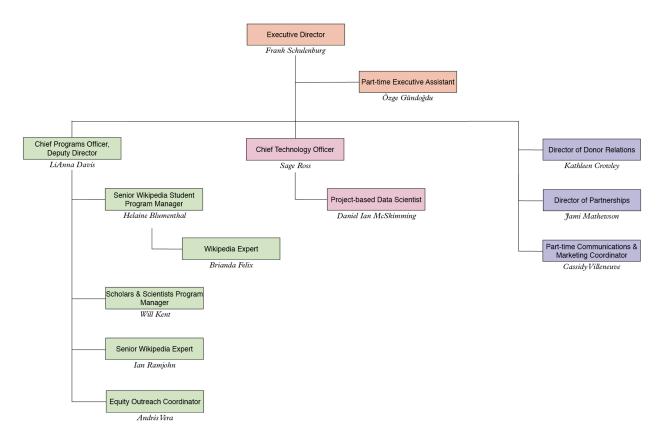|	
Technology	$539K
Advancement [1]	$519K

Notes:
[1]   Large parts of Advancement activities will be programs-related.

Human Resources

In April 2023, we started hiring a full-time Data Scientist for our "Visualizing Impact" project. The Data Scientist will be responsible for creating machine learning models for identifying Wikipedia and Wikidata content within particular topic areas. Using machine learning expertise, along with the full-text corpus of Wikipedia articles and other open data, the Data Scientist will build a systematic way to answer questions like: "What are all of the Wikipedia articles related to <a specific topic>?" The Data Scientist will work closely with our Chief Technology Officer and others to build on the outputs and create visualizations of how the quality and comprehensiveness of a topic changes over time, and to demonstrate the impact of Wiki Education's programs on those topic areas. This will be a 12-month project-based position with a start date in mid July 2023.

Figure 5. Organizational chart for fiscal year 2023–24

Executive Director
Frank Schulenburg

Part-time Executive Assistant
Özge Gündoğdu

Chief Programs Officer, Deputy Director
LiAnna Davis

Chief Technology Officer
Sage Ross

Director of Donor Relations
Kathleen Crowley

Senior Wikipedia Student Program Manager
Helaine Blumenthal

Project-based Data Scientist
Daniel Ian McSkimming

Director of Partnerships
Jami Mathewson

Wikipedia Expert
Brianda Felix

Part-time Communications & Marketing Coordinator
Cassidy Villeneuve

Scholars & Scientists Program Manager
Will Kent

Senior Wikipedia Expert
Ian Ramjohn

Equity Outreach Coordinator
Andrés Vera

Board Resolution

RESOLVED, that the Board of Trustees hereby approves management's proposed 2023–24 annual plan, which includes $2,214K of revenues, $2,386K 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 10. Quarterly breakdown of the Annual Plan financials 2023–24

2021–22 Plan	Q1 (Jul.–Sep.)	Q2 (Oct.–Dec.)	Q3 (Jan.–Mar.)	Q4 (Apr.–Jun.)	Total
Operating Cash [1]	$795K [2]	$322K	$54K	$1,001K [4]	
Cash Revenues [3]	$75K	$283K	$1,594K	$263K	$2,214K
Cash Spending	$548K	$551K	$646K	$641K	$2,386K

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 2022–23 as per June 9, 2023.
[3] Anticipated/projected revenue.
[4] Anticipated cash of $623K to be available at the start of fiscal year 2024–25.

Appendix

Risks considered in developing the 2023–24 plan

1. Students adding unedited AI-generated text to Wikipedia

ChatGPT and similar generative AI tools are seeing rapid adoption for a wide array of purposes. College students have begun using ChatGPT for writing assignments and other tasks. This includes sophisticated uses that rely on these tools' strengths (generating idiomatic prose and articulating common knowledge) and avoiding their major weaknesses (plausible-sounding nonsense and "hallucinations"), but it also includes simply copying and turning in unedited ChatGPT output. The latter, in particular, could disrupt our Wikipedia Student Program by increasing the proportion of contributions that harm Wikipedia; keeping the amount of damaging contributions low is the keystone of our good relationship with the Wikipedia community.

We will actively monitor trends in AI use, especially among college students, and continue gathering data on how — and how often — student editors use AI text generation within the Student Program. We expect AI usage patterns to be a moving target, as the technology continues to develop and end-user applications are developed for more specific purposes, so we may need to adapt our training materials, communication resources, and technical tools as new trends take hold.

2. Organizational resilience is lacking

Succession capacity for the unexpected departure or unavailability of staff is another risk. As our organization is operating in a very complex world at the intersection of Wikipedia and academia, we rely heavily on employees with the right mix of special skills. Identifying, onboarding, and training job candidates that are both a cultural fit and bring these specific skills is a huge upfront investment for our organization. Therefore, staff turnover can set us back, especially in areas where we currently don't have enough backup capacity. We'll mitigate this set of risks by developing explicit succession plans for critical functions early in this fiscal year.