

# Mozilla Learning 2015 Strategic Plan

## 3-Year Vision for Mozilla Learning

**Within 10 years there will be five billion citizens of the web.** Mozilla wants all of these people to know what the web can do. What's possible. We want them to have the agency, tools and know-how they need to unlock the full power of the web. We want them to use the web to make their lives better. We want them to know they are citizens of the web.

Building on Webmaker, Hive and our fellowship programs, **Mozilla Learning** is a portfolio of products and programs that help these citizens of the web **learn the most important skills of our age**: the ability to read, write and participate in the digital world. These programs also help people **become mentors and leaders**: people committed to teaching others and to shaping the future of the web.

### In 3 years...

By 2017, Mozilla has established itself as **the best place to learn the skills and know-how people need to use the web in their lives, careers and organizations.** We will have:

- **Educated and empowered users** by creating tools and curriculum for learning how to read, write and participate on the web. Gone mainstream (via Firefox?).
- **Built leaders, everywhere** by growing a global cadre of educators, researchers, coders, etc. who do this work with us. We've helped them lead and innovate.
- **Established the community as the classroom** by improving and explaining our experiential learning model: learn by doing and innovating with Mozilla.

At the end of these three years, we may have established something like a "Mozilla University" -- a learning side of Mozilla that can sustain us for many decades. Or, we may simply have a number of successful learning programs. Either way, we'll be having impact.

### In 2015...

Our focus in 2015 will be to **consolidate, improve and focus what we've been building for the last few years.** In particular we will:

- Improve -- and grow -- our local learning networks (Hive, Maker Party, etc).
- Build up an engaged user base for Webmaker product on mobile and desktop.
- Prototype a leadership development program, and test it with fellows and ReMo.

The short term goal is to make each of our products and programs succeed in their own right in 2015. However, we also plan to **craft a bigger Mozilla Learning vision that these products and programs can feed into over time.**

## A note on scope and brand

**Mozilla Learning** is notional at this point. It's **a stake in the ground that says: Mozilla is in the learning and empowerment business for the long haul.**

In the short term, the plan is simply to use Mozilla Learning as an umbrella terms for our community-driven learning and leadership development initiatives, especially those run by Mozilla Foundation like Webmaker and Hive. It may also grow over time to encompass other initiatives like MDN and leadership development programs within ReMo.

In the long term: we may want to a) build out a lasting Mozilla learning brand ("Mozilla University?"), or b) build making and learning into the Firefox brand (e.g. Firefox for Making). **Developing a long term Mozilla Learning plan is an explicit goal for 2015.**

## Snapshot of What We're Building

Practically, the first iteration of **Mozilla Learning** will be a portfolio of **products and programs we've been working on for a number of years.** Webmaker; Hive; Maker Party; Fellowship programs; community labs. Pulled together, these things make up a three-layered strategy we can build more learning offerings around over time:

### “Mozilla Learning”

#### Learning Networks

Ground game. Local organizing w/ teachers and mentors through Hives, Clubs, Maker Party.

#### Learning Products

For makers and learners. Webmaker for desktop, mobile and (possibly) Firefox.

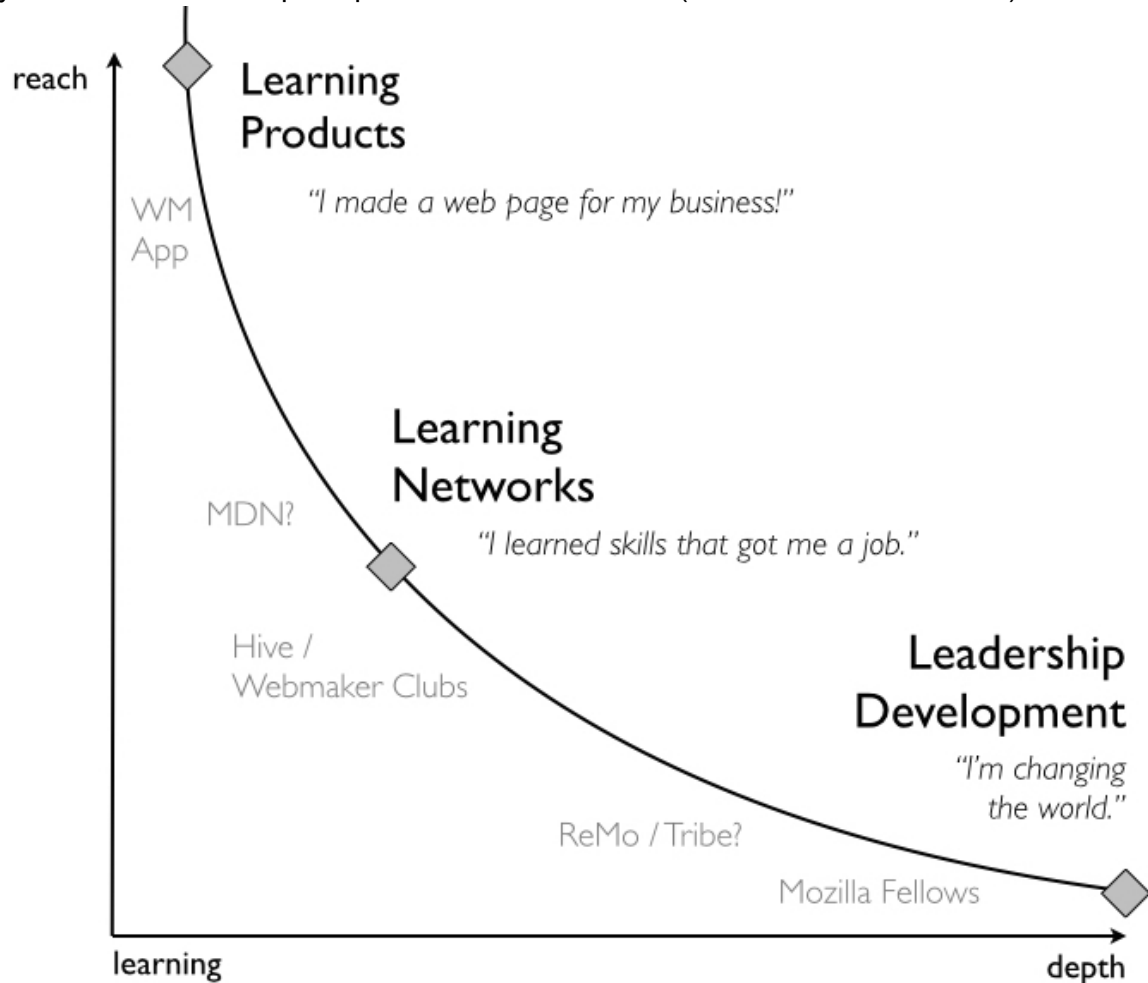
#### Leadership Development

Training / professional development for fellows and emerging leaders to shape the web's future.

The Learning Networks layer is the most developed piece of this picture, with Hives and Maker Party hosts already in 100s of cities around the world. The Learning Products layer involves many elements of the Webmaker.org work, but will be relaunched in 2015 to focus on a mass audience. The Leadership Development piece has strong foundations, but a formal training element still needs to be developed.

## A Theory on Scope and Scale

One of our goals with Mozilla Learning is to **grow the scope and scale of our education and empowerment efforts**. The working theory is that we will create an interconnected set of offerings that range from basic learning for large numbers of people, to deep learning for key leaders who will help shape the future of the web (and the future of Mozilla).



We also want to **increase the scope and diversity of how people learn with Mozilla**: building opportunities for people to get together to learn, hack and invent in cities on every corner of the planet. And also: creating communities that help people working in fields like science, news and government figure out how to tap into the technology and culture of the web in their own lives, organizations and careers.

The plan is to elaborate and test out this theory in 2015 as a part of the Mozilla Learning strategy process.

Additional context: [http://mzl.la/depth\\_and\\_scale](http://mzl.la/depth_and_scale) (Mark Surman blog post)

## Contribution to 2015 Mozilla-wide KPIs

- **250k active Webmaker users** (relationships)
- **500 cities** with ongoing learning network activity (reach)

## 2015 Focus: Feeding the 3-Year Vision

### 1. Continue to grow -- and improve the impact of -- our local Learning Networks

- Build on the successful ground game we've established with teachers and mentors under the Webmaker, Hive and Maker Party banners.
  - Evolve Maker Party into year-round activity through Webmaker Clubs.
  - Establish deeper presence in new regions, including South Asia and East Africa.
- Improve the websites we use to support teachers, partners, clubs and networks
  - Sharpen and consolidate teaching tools and curriculum built in 2014. Package them on their own site, "teach.webmaker.org."
  - Roll out large-scale, extensible community building software to run Webmaker clubs.
  - Empower more people to start Hive Learning Networks by improving documentation and support.
- Expand scale, rigour and usability of curriculum and materials to help people better mentor and teach.
- Expand and improve online and in-person trainings for mentors.
- Recruit more partners to increase reach and scope of networks.

### 2. Grow a base of engaged desktop and mobile users for Webmaker

- Expand platform to reach broad market of learners directly.
  - Mobile & Desktop: Evolve current tools into a unified Webmaker making and learning platform for desktop, Firefox OS and Android.
  - Tablet: Build on existing web property to address tablet browser users and ensure viability in classrooms.
  - Firefox: Experiment with integrating Webmaker directly into Firefox.
- Prioritize mobile. Few competitors here, key to emerging markets growth.
- Lower the bar. Build user onboarding that gets people making / learning quickly.
- Engagement. Build mentorship and social into product. Create sticky engagement.
- Participation. Add online mentoring and social into the product.

### 3. Develop a leadership development program, building off our fellows programs

- **Develop a strategy and plan**
  - Document the opportunity, strategy and scope. Figure out how leadership development layer could fit into larger Mozilla Learning / Mozilla University vision.
  - Build a shared definition of what it means to be a 'fellow' at Mozilla; empowering emerging leaders to use Mozilla values and methods in their own work.
  - Figure out "community as labs" piece; how we innovate and create open tech along the way.
- **Hire leadership**
  - Create an executive-level role to lead the strategy process and build out the program.
- **Test pilot programs**
  - Develop a handbook / short course for new fellows
  - Test with fellows and ReMo
  - Consider expanding fellows programs for science, web literacy and computer science research

Learning Networks Goals	KPIs
<p><b>Mobilize</b> more educators to adopt connected learning practices and teach web literacy within a growing constellation of local Hives and clubs.</p> <p><b>Create</b> high-quality connected learning and web literacy tools, content, curriculum and practices for broad use.</p> <p><b>Catalyze</b> learning organizations to provide rich connected learning and web literacy programs, especially in under-served communities.</p> <p><b>Grow</b> demand for Mozilla Learning events, communities and networks in new locations and sectors.</p>	<p><b>Q1:</b></p> <ul style="list-style-type: none"> <li>● Retain aligned &amp; locally active educators (goal: 4000)</li> <li>● Establish baseline for club leaders (goal: 40)</li> <li>● Establish baseline for club pilots (goal: 20 clubs)</li> <li>● 10 Hive cities</li> </ul> <p><b>Q2:</b></p> <ul style="list-style-type: none"> <li>● Recruit 500 (10%) aligned &amp; active educators (goal: 4500)</li> <li>● Convert 5% of active mentors to club leaders (goal: 200)</li> <li>● Increase clubs to 200</li> <li>● 20 Hive cities</li> </ul>

<p><b>Build</b> or implement a global, distributed web platform to support partners and volunteers to run local Hives, clubs and Maker Party events.</p> <p>Based on the Hive evaluation framework, we will track a number of long-term metrics against these goals: # educators, # of cities, plus tools and curriculum use.</p> <p>For 2015, the <b>overarching KPI is 500 cities with ongoing learning network activities.</b></p>	<p><b>Q3:</b></p> <ul style="list-style-type: none"> <li>● Recruit 675 (15%) aligned &amp; active educators (goal: 5175)</li> <li>● Convert 10% of mentors to club leaders (goal: 400)</li> <li>● Increase clubs to 300</li> <li>● 25 Hive cities</li> </ul> <p><b>Q4:</b></p> <ul style="list-style-type: none"> <li>● 500 cities with learning network activities <ul style="list-style-type: none"> <li>○ 400+ club locales</li> <li>○ 30 Hive cities</li> </ul> </li> </ul>
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Learning Products Goals	KPIs
<p><b>Engagement</b> - refocus the Webmaker product to address a broad audience of learners. Lower the barrier to participation and build community features that encourage sustained involvement.</p>	<ul style="list-style-type: none"> <li>● <b>Q1:</b> Increase MAU to 5% of MUV. Baseline = 2.07%</li> <li>● <b>Q2:</b> Increase 7-day engagement to 10% of AU. Baseline = 4.36%</li> <li>● <b>Q3:</b> Increase 7-day engagement to 20% of AU. Baseline = 4.36%</li> <li>● <b>Q4:</b> Increase 30-day engagement to 6% of AU. Baseline = 1.37%</li> </ul>
<p><b>Growth</b> - expand product to additional platforms including mobile and Firefox. Use ongoing campaigns, viral and Firefox channels to increase the size of the potential user funnel.</p>	<ul style="list-style-type: none"> <li>● Double 30-day monthly unique visitors by end of 2015 (<i>current = 300K</i>)</li> <li>● <b>Q1:</b> Run at least 5 messaging and CTA tests targeted at individual learners (pre-launch)</li> <li>● <b>Q2:</b> Increase monthly unique visitors by 25% (current = 250K)</li> <li>● <b>Q3:</b> Increase monthly unique visitors by 25% (compared to Q2)</li> <li>● <b>Q4:</b> Increase monthly unique visitors by 25% (compared to Q3)</li> </ul>

<p><b>Impact</b> - increase number of mentors by adding value to established mentors teaching in external contexts and adding online mentoring in product.</p>	<ul style="list-style-type: none"> <li>• Increase % of users “mentoring” within Webmaker to 4% of MAU. Baseline = 0.57%</li> </ul>
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Leadership Program Goals	KPIs
<p><b>Strategy</b> - develop a plan for a leadership development program as a part of Mozilla Learning.</p>	<p>Strategy and resourcing completed by end of Q2</p>
<p><b>Fellows</b> - created shared definition of 'Mozilla Fellows' across programs and communities. Expand fellows programs to science, computer science and education.</p>	<p>Common definition of 'Mozilla Fellow' across existing programs by end of Q1.</p> <p>Secure funding for new fellows programs by Q4.</p>
<p><b>Leadership training</b> - prototype a Mozilla Handbook and short course focused on Mozilla values and methods. Run in concert with ReMo.</p>	<p>100 people trained, 3 iterations of the course and handbook</p>

Key Initiatives	Dependencies
<p><b>Webmaker product</b> Build rich and transformative online learning experiences, like we currently deliver offline through our Learning Networks / ground game. Double down on creating software that helps users a) make content, and b) learn and teach others along the way.</p> <p>First step: launch a revised Webmaker product for desktop and mobile (Firefox OS and Android) that makes it easy to create web-native apps and content. Integrate social components that makes it easy for people to learn and mentor using the</p>	<p><b>Mentor Team:</b> mentor team input on requirements, field testing the product and developing supporting curriculum. Also: designing ways for mentors to participate online, like they have offline through ground game.</p> <p><b>Marketing and BD:</b> MoCo and MoFo marketing teams for promotion at the top of the funnel (e.g., creating uniques to convert). As part of Mobile Opportunity Initiative we'll need BD support to work with MNO's directly (pre-install on devices).</p>

<p>product. Explore ways to potentially tie this more tightly with Firefox and Firefox OS.</p> <p>The revised Webmaker product will leverage much of what we've already built: (Webmaker accounts; MakeDrive filesystem; Appmaker brick / web component model; X-Ray Goggles; brand and UX elements) while creating an expanded, consumer-facing learning and making experience targeted at a broader market. Note: the mobile component is the evolution of the 'Appmaker on Devices' project w/ the Marketplace team as part of our GSMA partnership.</p> <p><i>Target market: learners and mentors, initially on Android and Firefox OS.</i></p>	<p><b>FXOS:</b> commit to exploring integrations with FirefoxOS marketing</p> <p><b>Firefox:</b> no Firefox dependencies unless we decide to rebrand / integrate under Firefox for Making-related banner. See below.</p> <p><b>Fundraising:</b> needed for full product development and localization via grants (or internally) (e.g., Mastercard).</p>
<p><b>Webmaker clubs</b></p> <p>Mozilla has spent the last two years building programs to expand web and digital literacies, primarily through our local community outreach with Webmaker, Hive Learning Network and Maker Party. Today, we have successfully activated more than 10k community contributors teaching digital skills, linked 500+ organizations, and reached almost 100 countries.</p> <p>In 2015, our "Webmaker clubs" initiative will focus on turning this asset into more sustained local engagement, producing structured curriculum that delivers digital literacy content in local contexts. The goal: turn our success in one-off events and campaigns into a deeper and more lasting form of local engagement.</p> <p>We will invite mentors and community leaders to organize into local "clubs," where</p>	<p><b>Web sites and software:</b> A global presence, infrastructure for managing local clubs, and means for issuing credentials (details: <a href="http://mzl.la/tech_requirements">http://mzl.la/tech_requirements</a>).</p> <p><b>MDN:</b> Active collaboration on the development of curriculum and learning tools.</p> <p><b>Partnerships:</b> Partners who derive value from Mozilla. Key external partners in 2015 are CoderDojo, Digital Opportunity Trust, Afterschool Alliance and Telefonica. Internal partnership , Science Lab, ReMo, and the Policy program.</p> <p><b>Fundraising:</b> Continued fundraising to replace and expand beyond MacArthur support (e.g., Irvine, MOTT, NSF, Pinkerton, McConnell, Ontario Trillium Foundation, etc.).</p>



participants can meet repeatedly (e.g., at local libraries, community centers, internet cafes, etc.) to deepen their skills. We will package curriculum with tools and practices that support quality teaching and grow the number of mentors in our networks, and implement a web platform that supports this local organizing.

**As a part of the Clubs program we will:**

- Produce and package web literacy content and curriculum
- Support web literacy teachers to be skilled practitioners and designers
- Provide resources and support documentation similar to our successful Maker Party resources
- Provide credentialing and badges to recognize and measure participant outcomes
- Offer communication and organizing tools to build local energy and connect globally
- Build local clubs with global connectivity to leverage the expertise, experience and network infrastructure
- Establish deeper connections with existing Mozilla networks to better surface web/digital literacy content/practices and create robust next steps for our most active teachers and learners.

**Target market:**

- *Specialized teacher and mentor individuals and organizations*
- *Professional and skilled educators and advanced mentors. Particularly librarians, after-school informal educators, and classroom teachers.*

**Additional Expertise:** Skills and dedicated human resource time needed: educational curriculum and credential design.

## **Mozilla Learning Strategic Plan**

Develop a long-range strategic plan for Mozilla's learning and leadership development programs.

The core assumption behind this effort is that Mozilla helps seed and grow communities where people are learning, doing and having impact that drives our mission forward. We already do this kind of work well; the question for this strategic plan is: **how do we do more learning and leadership development work consistently and sustainably, at a larger scale and over a long time period?**

The planning process will involve Mozillians, partners and funders in conversations about:

- Our vision for Mozilla as a community-based learning institution. What does long-term impact and success look like?
- The right balance of teaching vs. doing vs. inventing. Is this a community / school / lab / all of the above?
- Defining baseline roles for what it means to be a Mozilla Fellow / mentor / researcher.
- Professional development. How does engaging with Mozilla help emerging leaders pursue their own ambitions? How do we become a platform for others to shape the world?
- Distributed leadership and participation as drivers of impact, learning and sustainability.
- Resources. What do we need to build all this?

## **Dependencies:**

**ReMo:** collaboration on creation of a handbook and short course on Mozilla values and methods.

**MDN:** collaboration on the development of the strategic plan, with assumption that MDN could form a core part of this offering long-term.

**Thematic community programs:** time invested in coming up with a common definition of 'fellow,' plus long-term vision for whether / how these programs fit into larger Mozilla Learning umbrella.

**Partnership:** gathering the right stakeholders and funders to participate in the strategic planning process.

**Product and program groups:** collaboration on certification and community leadership models that may be included in long-term Mozilla Learning plan.

<p>At a minimum, this process will provide a workable frame for Mozilla’s learning activities beyond Webmaker -- helping us organize and fundraise for the next phase of our work. More ambitiously, it could lay groundwork for the development of a global, community-based learning and leadership development program within Mozilla (e.g., “Mozilla University”).</p>	
<p><b>“Firefox for Making” (codename) tiger team</b></p> <p>The Webmaker “making and learning” concept could provide an opportunity to differentiate and grow market share for Firefox, especially on mobile. However, this idea is not yet supported by evidence or working products in market.</p> <p>In 2015, we will create a cross-Mozilla “Firefox for Making” tiger team to do product exploration in this area. Things this team <u>might</u> invent / test / recommend:</p> <ul style="list-style-type: none"> <li>● Build a maker-centric version of Firefox Desktop or Android. Like the developer browser, but for a broader audience and integrating new Webmaker features (e.g., MakeDrive).</li> <li>● Integrate Webmaker features into Firefox for Android in major way.</li> <li>● Add maker-centric features to Firefox Desktop (e.g., right click on image gives you more advanced capabilities).</li> <li>● Bundle Webmaker in Firefox OS and do product marketing around this.</li> <li>● Webmaker-friendly business development opportunities for Firefox (e.g., revenue share deal plus</li> </ul>	<p><b>Firefox and MoCo Brand teams:</b> active participation in the Lab including setting goals and assignment of staff.</p> <p><b>Services:</b> this may also be an environment where we can test out some of the new concepts that will emerge in Firefox Accounts. If so will need Services involvement.</p> <p><b>Funding:</b> most likely needs to be fully funded internally. MoFo can assign some existing Webmaker staff and \$100k Seneca funding. But likely need small headcount and additional Seneca funding.</p>

<p>integration w/ SquareSpace or a storage provider like Amazon).</p> <p>Engaging our volunteer and supporter community will be key in making this happen. e.g., We could generate new feature ideas via design challenges with design schools and community. Or run a community “barn raising” to get coders building a “Firefox for Making” version for Firefox. Participation will be key.</p> <p>The Firefox for Making group would include representatives from different teams with a mandate to act boldly and with autonomy -- no sacred cows allowed. Leadership would happen in the Webmaker product group, with participation from Firefox team, MoCo Brand and Seneca College. The team would have clear quarterly targets re: what to test. Ideas without traction would get killed quickly.</p> <p><i>Target market: learners, bloggers, Reditors, etc., especially those not currently on Firefox</i></p>	
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Marketing Plan	
<p>Webmaker has built a strong base of contributors over the past two years through our Learning Networks ground game. Our 2015 marketing efforts will build on that momentum and work to expand marketing scope to also reach individual learners directly. The assumption is that we can do to two things at once: targeting both an audience of learners <i>and</i> an audience of teachers / mentors in parallel, through</p>	<p><b>Dependencies:</b></p> <p><b>Product Team:</b> Work closely with product team to A/B test funnel, tightly integrate drip messaging into onboarding process and provide direct pathways to campaign-specific content.</p> <p><b>Mentor Team:</b> Feedback and requirements for marketing support. Developing</p>

different channels and with different messages.

Areas of focus for marketing the Webmaker learning product to a broad audience of learners:

- Test and build onboarding program, retention programs and pathways to "level-up" learners to mentor level contribution.
- Optimize learner-focused value proposition pre-launch. Create a low-bar CTA, promote new product via launch campaign in owned channels. Evaluate viability of additional/paid marketing channels.
- Mobile Adoption: Launch mobile app at Mobile World Congress. Build awareness through earned media and deploy app download campaign.
- Build content marketing campaigns that can be deployed against news cycle (e.g., Privacy).
- Run a Maker Party campaign as user acquisition and engagement channel.
- Build systematic marketing channel to reach new / newly-engaged users with sharing / recruitment CTA

Areas of focus for our Learning Networks include:

- Build monthly content program as a marketing channel to engage existing community. Level up existing mentors and movement-building activities like recruiting peers' participation in both teach and learn opportunities.
- Launch marketing campaign in support of Webmaker clubs release to market.

compelling content for use in marketing and support of CTA's that level up learners to deeper contribution.

**Partnerships:** Continue to be an important marketing channel for reaching mass numbers of learners. Work with team to close interested partners and develop compelling content campaigns.

**MoCo Brand Team:** Active participation in the process to tell a consistent story across everything we do and achieve better alignment and synergy with their work.

**MoCo Marketing Team:** Overall growth numbers assume consistent access to owned media channels, which will need to be negotiated throughout the year.

**MoCo Comms Team:** Better leverage their expertise and existing relationships to tell our story and do a better job of coordinating plans and content across the org.

<ul style="list-style-type: none"> <li>● Build customized campaigns, activities and content to reach new mentors and new learners via sales partnerships.</li> <li>● Mozilla Festival: Use annual event as a way to celebrate achievements of mentor community, further our thought leadership, and hack on new ways of engaging more people.</li> </ul> <p>Areas of focus for Communications:</p> <ul style="list-style-type: none"> <li>● Improved long-term planning</li> <li>● Better integration with Mozilla events and initiatives</li> <li>● More earned media and public recognition</li> <li>● More strategic use of social media</li> <li>● MozFest as a signature platform for showcasing our achievements</li> </ul> <p>Wrapped around this marketing outreach will be an ongoing branding effort that seeks to sync more closely with the larger Mozilla and Firefox brands, to leverage their established positions and support their push towards more values-based differentiation. The branding exercise also includes an evaluation of our branding position across all of the Mozilla Foundation's literacy initiatives, and come up with a cohesive story to be told across everything we do.</p>	
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Strategic fundraising plan	
<p><b>Focus 1: Distributed regional fundraising</b> Develop a framework for securing a steady pace of small grants into Learning</p>	<p><b>Key deliverables:</b></p> <ul style="list-style-type: none"> <li>● refreshed concept notes and collateral</li> <li>● boilerplate grant templates</li> </ul>

Networks ground game. This will help diversify revenue to sustain existing regional projects, plus expand into new regions with additional revenue. These grant proposals will be less ambitious, but more frequent. Where possible, we will work with global Mozilla volunteer communities to do more distributed fundraising. Over time, this will strengthen the MoFo development function as a service that can be accessed by all Mozillians to develop a grant pipeline for their work.

- impact measurement plan
- training and certification program for Mozilla volunteer fundraisers
- real-time revenue projection in Salesforce

**with MoFo Finance & Operations:**

- a forecast of internal investment and baseline operating cost for each of our programs
- a standard “funding instrument” with appropriate overhead and more automated impact reporting
- more robust process for international project kick-off

**with Learning Networks Team:**

- community fundraiser certification and oversight plan
- lifecycle process for incorporating grant work into roadmaps, on a 3-6 month time horizon

**Focus 2: Global thematic grants**

Bring Mozilla thought leadership into the community of other foundations, backed with solutions and success stories, to develop multi-year philanthropic partnerships.

Mozilla already does this comfortably; we need to improve and grow this work, particularly in areas like youth unemployment, women in tech, and mobile economic development. To do this we will develop the fellowship infrastructure to accommodate more thematic grants, as well as cross-cutting grants that leverage our product, mentor, and leader programs.

We will also begin to deepen existing relationships to ensure that they are still strong in ten or fifteen years’ time.

**Key deliverables:**

- Quarterly Foundation report (as a Foundation with a portfolio, rather than a grantee)

**with MoFo Finance & Operations:**

- a full lifecycle process for incorporating grant work into Foundation-wide roadmaps, on a 6-18 month time horizon

**with MoCo Comms:**

- ensure our program strategies are well represented
- harmonize our impact reporting with The State of Mozilla

**Focus 3: Explore revenue models for Webmaker product**

Up to now, our learning products have been mostly funded with Mozilla money. In 2015 we will research new potential revenue models for Mozilla learning products.

**Key deliverables:**

- Research into Webmaker mobile carrier value proposition (based on Chetan Sharma white paper)
- Proposals for Mozilla mobile impact strategy (with Dalberg)
- Internal feasibility study

**with Firefox for Making tiger team:**

- document and weigh potential revenue-share plans
- continue dialogue with MoCo business units (Firefox OS planning, cloud services, etc.)