DRAFT - 'Mozilla Learning' Strategic Plan v0.4

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 collection 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 for people to turn when they want the skills and know how to use the web** in their lives, careers and organizations. We will have:

- **Educated and empowered users** by creating the world's best tools and curriculum for learning how to read, write and participate on the web. Gone mainstream (w/ 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 MozillaU -- a learning side of Mozilla that can sustain for many decades into the future. Or, we may simply have a number of successful learning offerings. 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 mentor programs (Hive, Maker Party, etc).
- Build up an engaged user base for Webmaker, both mobile and desktop.
- Prototype a simple leadership development program, test w/ 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**.

Snapshot of of what we're building

'Mozilla Learning'

Webmaker
Product, web site, curriculum, credentials + emphasis on mobile, add social Q+A

Local Mentor Networks
Hive + Maker Party + Clubs, merged — also, Science Lab courses

Leadership Development
Mozilla Fellows + Community Leadership Program

Context for some of this: *http://commonspace.wordpress.com/2014/07/16/depthandscale*

Theory of how 'Mozilla Learning' works

Mozilla's learning and leadership development programs operate with a common theory: **they invite people to both learn and contribute back.**

Our Theory

Makers	Webmaker	Learning
↓		↑
Mentors	Mozilla Mentors	Teaching
↓		↑
Leaders	Fellows +++	Activating

The aim is to create a virtuous circle, where the best people become **leaders who help shape our products, build our curriculum and deliver our programs.**

Note: Scope and Brand

'**Mozilla Learning**' is notional at this point -- an umbrella name for Mozilla's community-driven learning and leadership development initiatives; especially those run by teams housed in the Mozilla Foundation.

Short term: this umbrella will serve as an internal moniker for all we're doing in learning. Long term: we may want to a) build out lasting Mozilla brand / institution focused on learning (MozillaU?) and / or b) build learning and leadership development into the Firefox brand (MakerFox?).

An explicit goal of 2015 is to **explore both the scope and branding of Mozilla's learning offerings while building on top of what we've created** in the last few years (e.g. Webmaker and fellows).

Contribution in 2015 To Achieving Your 3 Year Vision

1. **Continue to grow -- and improve the impact of -- our Mentor Networks.**

- Build on the successful ground game we've established with teachers and mentors under the Webmaker, Maker Party and Hive banner.
  - Add more Hive cities, including in Asia and Africa (value and impact).
  - Evolve Maker Party into year-round activity through Webmaker Clubs (impact).
- Improve the web sites we use to support teachers, partners, and clubs network development
  - Sharpen and consolidate the teaching tools and materials built on webmaker.org in 2014. Possibly carve off into own site.
  - Empower more people to start Hive Learning Communities by improving documentation and support on hivelearningnetworks.org
  - Roll out a large-scale, extensible community building software to run Webmaker clubs
- Expand scale, rigour, and usability of curriculum and materials to help people better mentor and teach (value).
- Expand and improve online and in-person trainings for mentors.
- Recruit more partners to increase reach and scope of networks (impact).

2. **Grow a base of engaged users for Webmaker**

- Expand platform offering to reach learners directly.
  - Mobile & Desktop - Evolve current tools into new Webmaker making and learning platform for Firefox OS, Android, and desktop.
  - 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, leverage our existing mentor networks

3. **Figure out leadership development, building in part on our fellows programs.**

- Scope out a leadership development layer of 'Mozilla Learning'.
  - What's the need? What value do we provide? Why do we want to build leaders?
- Develop a simple leadership development 'offering' we can deliver now.
  - Basic: crisp definition of what it means to be a 'fellow' at Mozilla. How working within Mozilla empowers dynamic and emerging leaders to use Mozilla values and methods as part of their own work.
  - Mid-level: develop a handbook or short course to orient fellows and other emerging leaders to how to leverage Mozilla's values and methods to advance their own work.

- - If possible: expand our fellows programs for science, web literacy and core computer science research related to the future of the web.
  - Clarify the role of thematic communities and labs as part of our learning plan.
    - How do we tap into and support people building open web values and technology into areas like education, news, science, policy, IoT?
    - How do we create deep, community-based experiential learning opportunities for emerging leaders?
    - How do we innovate and creating cool stuff along the way?
  - Hire exec level role to lead the strategy process and build out our leadership development offerings.

Contribution to the 2015 Mozilla-wide KPIs

250K of Active Users of Webmaker (Reach) 5K Learning Events (Relationships)

[discuss these in Portland -- they are still a proposal only

Mozilla Hive Mentors Goals	KPIs
- **Mobilize** more educators to adopt connected learning practices and teach web literacy within a growing constellation of Hive Learning Networks and web literacy clubs - **Create** high-quality connected learning and web literacy tools, content, curriculum and practices for broad use - **Catalyze** learning organizations to provide rich connected learning and web literacy programs, especially in under-served communities - **Grow** demand for Mozilla Learning Events, Communities and Networks in new locations and sectors.	- # educators/mentors in network - # and quality of curriculum, content, software and instructional models - # schools/youth programs where Mozilla tools, practices, curriculum are deeply integrated - # of partners teaching with Mozilla - Increase # of Hive Learning cities from 10 to 20

- **Build** or implement a global, distributed web platform to support partners and volunteers to run local Webmaker clubs, Hive networks, and Maker Party events.

Topline Webmaker Goals	Webmaker KPIs
Engagement - refocus the product to address the broad audience of learners by lowering the barrier to participation and building community features that encourage sustained involvement. *(product teams)*	- Q1: Increase MAU to 5% of MUV. Baseline = 2.07% - Q2: Increase 7-day engagement to 10% of AU. Baseline = 4.36% - Q3: Increase 7-day engagement to 20% of AU. Baseline = 4.36% - Q4: Increase 30-day engagement to 6% of AU. Baseline = 1.37%
Growth - 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. *(product and marketing teams)*	- Double 30-day monthly unique visitors by end of 2015 *(current = 300K)* - Q1: Run at least 5 messaging and CTA tests targeted at individual learners (pre-launch) - Q2: Increase monthly unique visitors by 25% (current = 250K) - Q3 Increase monthly unique visitors by 25% (compared to Q2) - Q4 Increase monthly unique visitors by 25% (compared to Q3)
Impact - dramatically increase number of mentors by adding value to established mentors teaching in external contexts and adding online mentoring in product. *(product and mentor teams)*	- Product team: Increase % of users "mentoring" within Webmaker to 4% of MAU. Baseline = 0.57% - Mentor team: Increase # of Webmaker Mentor badges. *[#s still needed]*

Leadership Program Goals	KPIs
Strategy - develop a strategic plan for developing a leadership development offering as a part of 'Mozilla Learning'. *(Executive team and key stakeholders)*	*Integrated strategy including resourcing completed by the end of Q2*
Fellows - define 'Mozilla Fellow' so that it is a universally recognized distinction across programs and communities. We have expanded our fellows programs to science, computer science and education. *(Executive team and fellows program directors)*	*Common definition of 'Mozilla Fellow' across existing programs by EOQ1.* *Secure x in funding for new fellows programs by Q4.*
Leadership training - prototype a Mozilla Handbook and short course focused on Mozilla values and methods. Run in concert with ReMo. *(TBD + ReMo)*	*100 people trained, 3 iterations of the course and handbook*

Key Initiatives	Dependencies
Webmaker Product / App We want to build rich and transformative online learning experiences, like we currently deliver offline with Maker Party. With this goal in mind, we will double down on efforts to create software that helps users a) make content and b) learn / mentor along the way. First step is to launch a revised Webmaker product for desktop, Firefox OS, and Android which makes it easy to create web native apps and content. We'll begin to integrate a chat / social component that makes it easy for people to learn and mentor using the product. We will also explore whether we can tie this more tightly with Firefox.	**Mentor Team:** mentor team input on requirements, field testing the product and developing supporting curriculum. Also: designing ways for mentors to participate online in the same way they have offline with Maker Parties. **Seneca College:** continued funding and students from Seneca College to work on the development of the project. **Marketing and BD:** MoCo and MoFo marketing teams for promotion at the top of the funnel (ie. creating uniques to convert). As part of Mobile Opportunity Initiative we'll

The Webmaker product will leverage and share much of what exists in the current version of Webmaker - Webmaker accounts; MakeDrive filesystem; Appmaker brick / web component model; X-Ray Goggles; brand and UX elements - while creating an expanded, rich, and consumer-facing learning and making experience targeted at individual learners and the public. Note: the mobile component is the evolution of the 'Appmaker on Devices' project w/ the Marketplace team as part of our GSMA initiative.

Target market: learners and mentors, initially on Android and Firefox OS.

need BD support to work with MNO's directly (pre-install on devices).

FXOS: shipping Webmaker App as a pre-install with Firefox OS

Firefox: no Firefox dependencies unless we decide to rebrand / integrate under MakerFox-related banner. See below.

Fundraising: needs additional funding via grants (or internally). eg, Mastercard.

Web Literacy Clubs

We imagine a time when web literacy is ubiquitous across the globe, empowering educators and unlocking opportunities for learners.

Mozilla has spent the last two years building our programmatic offerings to expand web and digital literacies. This has predominantly been through our Webmaker community outreach, Maker Party and our work stewarding the Hive Learning Network. In that time we have activated well over 10k people teaching digital skills, linked over 500 organizations and worked in almost 100 countries.

In 2015 the Hive Mentor Network will focus on producing structured curricular offerings focused on delivering web and digital

Software: A global presence, infrastructure for managing local clubs, and a means to secure Webmaker credentials.

Details:
https://teach.etherpad.mozilla.org/requirements

Partnerships: Partners who derive value from Mozilla. Key external partners in 2015 are CoderDojo, Digital Opportunity Trust, Afterschool Alliance and Telefonica. Internal partnership include MDN, Science Lab, ReMo, and the Policy program.

Fundraising: Continued fundraising to replace and expand beyond MacArthur support.

literacy content in local contexts. The goal will be to build upon the one-off events into a more sustained and impactful engagement. We will package curriculum with tools and practices that supports the quality of the teaching and grows the number of people teaching. We will also implement a cohesive web platform to anchor engagement with and provide support for individual teachers and partners. **We will** ● Produce and package web literacy content and curriculum ● Support web literacy teachers to be reflective practitioners and designers ● Provide resources and support documentation similar to what worked during three years of Maker Party ● Provide credentialing and badges to acknowledge and certify mentors/teachers as web and digital literacy learning experts ● Offer a suite of communication and organizing software tools to build local energy and connect globally ● We will bring this work of building local clubs with global connectivity under our Hive Learning brand 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.*	**Additional Expertise:** Skills and dedicated human resource time needed: Educational curriculum and credential design.

● *Professional and skilled educators and advanced mentors. (Particularly librarians, after-school informal educators, and classroom teachers.)*	
Mozilla Learning Strategic Plan Develop a long range strategic development 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 at once 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 more learning and leadership development work consistently and sustainably at a larger scale over a long time period?** The planning process will involve Mozillians, partners and funders in a number of conversations about? ● What is our long range vision for Mozilla as a community-based learning institution? What does impact look like? What does success look like? ● How do we grow the 'community as classroom' model? What is the scope of Mozilla's learning and leadership development offering? ● What's the right balance of teaching vs. doing vs. inventing? Is this a community? A school? A lab? All of the above?	**Dependencies**: **ReMo:** collaboration on creation of a handbook and short course on Mozilla values and methods. **Thematic community programs:** time investing in coming up with a commons definition of 'fellow' as well as long term vision of whether / how these programs fit into the 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.

- What does it mean to be a Mozilla Fellow? A Mozilla Mentor? A researcher at Mozilla? What are the baseline roles? - How does engaging with Mozilla empower and equip an emerging leader to pursue their own ambitions? How do we become a platform for others to shape the world? (As opposed to how do we build leaders who can help advance Mozilla's own objectives.) - How do we build in distributed leadership and participation as drivers of impact, learning and sustainability? - What resources do we need to build a sustainable, community based learning and leadership development part of Mozilla? At a minimum, the goal of this exercise is to provide a workable frame for Mozilla's learning activities that is broader than Webmaker. This will help us organize and fundraise for the next phase of the work we're doing. More ambitiously, this exercise is meant to lay the groundwork for the development of a global, community-based learning and leadership development program within Mozilla (MozillaU?), with the potential to make a major contribution to empowering individuals to not only contribute to the mission, but to take the values and practices of the open web into new fields.	
MakerFox (sic) Tiger Team The Webmaker concept could be a real way to differentiate and grow market share for Firefox, especially on mobile. However, this	**Firefox and MoCo Brand teams**: active participation in the Lab including setting goals and assignment of staff.

idea is not yet supported by evidence or working products in market.

In 2015, we will create a cross-Mozilla MakerFox Tiger Team project to do product exploration in this area. Things this team might invent / test / recommend:

- Rebrand portions of the Webmaker product and tools as Firefox Makes or MakerFox
- Build a maker-centric version of Firefox Desktop or Android. Like the developer browser but for larger audience and integrating Webmaker features (e.g. MakeDrive).
- Integrate Webmaker features into Firefox for Android in major way.
- Add maker-centric features to Firefox Desktop (e.g. right click on image gives you more advanced capabilities).
- Bundle Webmaker in Firefox OS / doing product marketing on this.
- Webmaker-friendly business development opportunities for Firefox (e.g. revenue share deal plus integration w/ SquareSpace or a storage provider like Amazon).

Engaging our volunteer and supporter community will be key in making this happen. E.g. we could generate new ideas for features / offerings via a design challenge with design schools and our community. Or we could run a community 'barn raising' to get coders actually building a MakerFox version for Firefox (Q2?). Participation will be key.

This group would include people from different teams with a mandate to act boldly

Services: 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.

Funding: 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.

and with a great deal of 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 things to test. Ideas with no traction would get killed quickly.

Target market: learners, bloggers, redittors etc, especially those not currently on Firefox

Milestones

Milestone 1: Q1: Online mentoring in mobile app -- first asynchronous, then real time: unlock conversion & network effect	*Milestone 4: Q1: public launch of mobile app / partnerships at MWC: unlock industry alignment & mozilla-wide alignment*
Milestone 2: Q1: Webmaker Clubs content / curriculum packaged and first cohort launches in English: unlock quality teaching plan	*Milestone 5: Q2 4 different MakerFox test launches to unlock commitment to GTM budget & plan*
Milestone 3: Q1: Mechanism for l10n of content in production: unleash volunteers & de-risk target countries	*Milestone 6: Q3: 10 Hives kicked off in new geographies focusing on local growth but linked to global Hive infrastructure: unlock digital literacy labs*

Risks	Risk Mitigations

1. Does Firefox care?
 	
   A. MakerFox requires both agility and connecting two brands with lots of stakeholders
	1. Clear way to explore together.
	
	  A. Executive support and clear boundaries where tiger team can operate. Metrics for go/no-go.

B. MakerFox needs both good ideas and solid GTM to have impact	B. Secure a few creative people and set aside GTM budget if ideas test well
2. Unproven hypothesis re: mentoring as a differentiator in a mass market user generated content play.	2. Test mass market UGC play cautiously, grow more aggressively if there is interest. Do as education and empowerment no matter what.
3. Go to market still not solid -- and dependent on some of product choices. 1. Path through partners, mentors and organic growth. 2. Path through Firefox and FirefoxOS, especially in emerging markets.	3. Model both GTMs, especially over next 2 months. Will probably have to be testing both in parallel. Also, identify key markets where we can try each / both.
4. While there is a market opening in mobile 'making and learning' offerings, the mobile app market noisy and hard to enter.	4. Use the strong Mozilla + Firefox brands as appropriate; differentiate aggressively.
5. Mentoring experience that bridges online content/tools and in-person network is still aspirational.	5. Make it