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February 11, 2010
February 18, 2010

BY E-FILE AND HAND DELIVERY

PUBLIC VERSION

The Honorable Leonard P. Stark
U.S. District Court for the District of Delaware
U.S. Courthouse
844 N. King Street
Wilmington, DE 19801-3556

Re: Leader Technologies, Inc. v. Facebook, Inc., C. A. No. 08-862-JJF(LPS)

Dear Judge Stark:

Leader Technologies, Inc. ("Leader") submits this letter brief to request the Court to compel Facebook, Inc. ("Facebook") to produce Mark Zuckerberg, the founder and CEO of Facebook, for deposition. [REDACTED]

[REDACTED] Moreover, Mr. Zuckerberg "is responsible for setting the overall direction and product strategy for the company. He leads the design of Facebook's service and *development of its core technology and infrastructure.*" Exhibit A (emphasis added).

[REDACTED]

[REDACTED]

A.

[REDACTED]

[REDACTED] The Federal Circuit has long held that copying the designs or ideas of another is a factor to consider in deciding the issue of willfulness infringement. *See Bott v. Four Star Corp.*, 807 F.2d 1567, 1572 (Fed.Cir.1986) (citations omitted); *see also In re Hayes Microcomputer Products Inc.*, 982 F.2d 1527, 1543 (Fed.Cir.1992).

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

1 [REDACTED]

B.

[REDACTED]

[REDACTED] Indeed, Mr. Zuckerberg's executive bio states that "[h]e leads the design of Facebook's service and development of its core technology and infrastructure." Exhibit A. As such, Mr. Zuckerberg is exceedingly knowledgeable of Facebook's technology and design, including Facebook's infringing features.

C.

[REDACTED]

[REDACTED] Thus, Mr. Zuckerberg's deposition is absolutely necessary to this litigation. Furthermore, Mr. Zuckerberg is not a private CEO. In fact, Mr. Zuckerberg has been regularly posting to public blogs detailing changes in Facebook's technology and policies for nearly four years. Exhibit E. Surely, he can spare one day to provide his insight for this litigation.

For the reasons set forth above, Leader respectfully requests that the Court order Facebook to produce Mark Zuckerberg for deposition.

Respectfully,

/s/ Philip A. Rovner

Philip A. Rovner (#3215)
provner@potteranderson.com

PAR /mes/953058

cc: Steven L. Caponi, Esq. – By E-File and E-mail
Heidi L. Keefe, Esq. – By –E-mail
Paul J. Andre, Esq. – By E-mail

EXHIBIT A

[Home](#) [Chat \(0\)](#) [Profile](#) [Find Friends](#) [Account](#)
[Press Room](#)
[Blog | About |](#) [Press Releases RSS](#)
Executive Bios


Mark Zuckerberg
 Founder & Chief Executive Officer

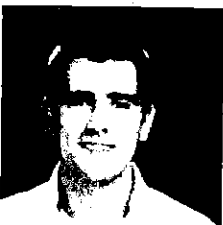
Mark Zuckerberg is the CEO of Facebook, which he founded in 2004. Facebook is a social utility that helps people communicate more efficiently with their friends, families and coworkers. Mark is responsible for setting the overall direction and product strategy for the company. He leads the design of Facebook's service and development of its core technology and infrastructure. Mark attended Harvard University and studied computer science before moving the company to Palo Alto, California.

COMPANY

[Factsheet](#)
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[Timeline](#)
[Executives](#)
[Founder Bios](#)
[Platform](#)
[B-Roll](#)
[Product](#)
[Press Releases & Announcements](#)

CONTACTS

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[Speaker Requests](#)
[Interview Requests](#)
[Your Stories](#)



Christopher Cox
 VP of Product

Christopher Cox is the Vice President of Product at Facebook, where he is responsible for organizing Facebook's product strategy and overseeing the product management and design functions. Christopher joined Facebook in 2005 as a Software Engineer and was instrumental in implementing first versions of key Facebook features, including News Feed and Inbox. He then became Director of Human Resources where he drove the development of Facebook's mission, values, and people strategy. Christopher holds a bachelor's degree in symbolic systems with a concentration in artificial intelligence from Stanford University.



David Ebersman
 Chief Financial Officer

David Ebersman is the Chief Financial Officer of Facebook, where he leads the finance and facilities teams. Prior to joining Facebook in 2009, David worked at Genentech Inc., a leading biotechnology company, most recently as its Chief Financial Officer and Executive Vice President. David joined Genentech in 1994 and served in a number of roles at the company including Senior Vice President, Product Operations, Vice President, Product Development, and Director, Business Development. Prior to Genentech, David worked as a Research Analyst at Oppenheimer & Company Inc. He serves on the Board of Directors at Ironwood Pharmaceuticals, and was selected as a Fellow in the Henry Crown Fellowship Program. David holds a bachelor's in economics and international relations from Brown University.



Lori Goler
 VP of Human Resources and Recruiting

Lori Goler is the Vice President of Human Resources and Recruiting and is responsible for all aspects of Facebook's people strategy including growing, developing and retaining the Facebook team. Lori joined Facebook following five years at eBay, where she led consumer marketing with responsibility for marketing strategy, brand management, advertising, and consumer promotions. While there, she also served as General Manager of the eBay Stores business. Lori was a founding member of the executive team at babystyle.com where she led operations and merchandising. In that role, she led the roll-out of babystyle.com which became a leading online retailer in the category. Lori started her career at The Walt Disney Company focused on strategy and business planning for the consumer products businesses. Lori holds a bachelor's degree from Yale University, a master's degree in business administration from Harvard Business School and a master's degree in public policy from the Kennedy School of Government.

Jonathan Heiliger
 VP of Technical Operations

Jonathan Heiliger is the Vice President of Technical Operations at

EXHIBIT B

**THIS EXHIBIT HAS BEEN
REDACTED IN ITS ENTIRETY**

EXHIBIT C

**THIS EXHIBIT HAS BEEN
REDACTED IN ITS ENTIRETY**

EXHIBIT D

**THIS EXHIBIT HAS BEEN
REDACTED IN ITS ENTIRETY**

EXHIBIT E

The Facebook Blog

Displaying all posts by Mark Zuckerberg



Six Years of Making Connections

by Mark Zuckerberg Thursday, February 4, 2010 at 5:41pm

Today we're celebrating our sixth birthday, and this week there will be 400 million people on Facebook. Just one year ago we served less than half as many people, and thanks to you we've made great progress over the last year towards making the world more open and connected.

Facebook began six years ago today as a product that my roommates and I built to help people around us connect easily, share information and understand one another better. We hoped Facebook would improve people's lives in important ways. So it's rewarding to see that as Facebook has grown, people around the world are using the service to share information about events big and small and to stay connected to everyone they care about.

For me personally, this has meant being able to remain close and connected to schoolmates, family and colleagues while working hard at building Facebook over the past six years. It has also been especially meaningful to me and to everyone at Facebook to see people using Facebook to seek help, share news and lend support during crises.

Whether in times of tragedy or joy, people want to share and help one another. This human need is what inspires us to continue to innovate and build things that allow people to connect easily and share their lives with one another.

So to celebrate six years of Facebook and the 400 million people on the service, we're doing what we like doing most—building and launching products for people. Tonight we'll host a celebration at Facebook headquarters, and we'll release a handful of new things that will improve people's Facebook experience, including a couple that people have requested a lot. We'll post more details to our blog in a few hours.

After the launch we're going to celebrate with a Hackathon—an event where all of us stay up all night coding and building out our new ideas for our next wave of products for you.

Thanks again for making Facebook a part of your life. Happy sixth birthday to Facebook and our whole community. We look forward to building more things and continuing to serve you for many more years to come.

Topics: Growth

Written on Thursday

Jenny, Mitch, Hüseyin and 6,061 others like this.

View all 1,806 comments



An Open Letter from Facebook Founder Mark Zuckerberg

by Mark Zuckerberg Tuesday, December 1, 2009 at 6:23pm

It has been a great year for making the world more open and connected. Thanks to your help, more than 350 million people around the world are using Facebook to share their lives online.

To make this possible, we have focused on giving you the tools you need to share and control your information. Starting with the very first version of Facebook five years ago, we've built tools that help you control what you share with which individuals and groups of people. Our work to improve privacy continues today.

Facebook's current privacy model revolves around "networks"—communities for your school, your company or your region. This worked well when Facebook was mostly used by students, since it made sense that a student might want to share content with their fellow students.

Over time people also asked us to add networks for companies and regions as well. Today we even have networks for some entire countries, like India and China.

However, as Facebook has grown, some of these regional networks now have millions of members and we've concluded that this is no longer the best way for you to control your privacy. Almost 50 percent of all Facebook users are members of regional networks, so this is an important issue for us. If we can build a better system, then more than 100 million people will have even more control of their information.

The plan we've come up with is to remove regional networks completely and create a simpler model for privacy control where you can set content to be available to only your friends, friends of your friends, or everyone.

We're adding something that many of you have asked for—the ability to control who sees each individual piece of content you create or upload. In addition, we'll also be fulfilling a request made by many of you to make the privacy settings page simpler by combining some settings. If you want to read more about this, we began discussing this plan back in July.

Since this update will remove regional networks and create some new settings, in the next



Facebook

Become a Fan

Most Popular Stories

- Introducing Your New Navigation
- Faster, Simpler Photo Uploads
- The Importance of Thinking Before You Post
- Six Years of Making Connections
- An Open Letter from Facebook Founder Mark Zuckerberg

Facebook Favorites

- Official Facebook Developer Blog
- Official Facebook Engineering Blog
- Facebook Connect
- Facebook Platform
- Facebook Marketing Solutions
- Facebook Security

Archived Posts by Topic

- Abuse (3)
- Advertising (4)
- Alternate Names (1)
- Applications (12)
- Chat (3)
- Comments (2)
- Connecting with... (4)
- Credits (1)
- Data Centers (1)
- Disaster Relief (1)
- Education (2)
- Events (2)
- Facebook Connect (9)
- Facebook Fellowship (1)
- Facebook Principles (3)
- Facebook Tips (5)
- Family (1)
- Fan Box (1)
- fbFund (1)
- Filters (1)
- Friend Lists (3)
- Friend Requests (1)
- Friends Page (1)
- Games (3)
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- Guest blog (21)
- Hackathon (2)
- Help Center (1)
- Home Page (1)
- Inbox (1)
- Language (7)
- Live Feed (5)
- Marketplace (1)
- Memology (1)
- Memorialized accounts (1)
- Mobile (3)
- Music (3)
- News Feed (13)
- Notifications (5)
- Pages (21)
- Parents (5)
- Payments (2)
- Phishing (2)
- Photos (5)
- Platform (6)
- Privacy (14)
- Prototypes (1)
- Publisher (3)
- Regional Networks (1)
- Relationships (1)
- Religion (1)
- Research (4)
- Safety (1)
- Search (4)

couple of weeks we'll ask you to review and update your privacy settings. You'll see a message that will explain the changes and take you to a page where you can update your settings. When you're finished, we'll show you a confirmation page so you can make sure you chose the right settings for you. As always, once you're done you'll still be able to change your settings whenever you want.

We've worked hard to build controls that we think will be better for you, but we also understand that everyone's needs are different. We'll suggest settings for you based on your current level of privacy, but the best way for you to find the right settings is to read through all your options and customize them for yourself. I encourage you to do this and consider who you're sharing with online.

Thanks for being a part of making Facebook what it is today, and for helping to make the world more open and connected.

Mark Zuckerberg

Topics: Privacy, Growth

Written about 2 months ago

Adela, Ken, Obama and 47,806 others like this.

View all 42,142 comments



300 Million and On

by Mark Zuckerberg Tuesday, September 15, 2009 at 1:00pm

As of today, Facebook now serves 300 million people across the world. It's a large number, but the way we think about this is that we're just getting started on our goal of connecting everyone.

Because we want to make it as easy and fast as possible for the world to connect, one of the things we think a lot about is how to make Facebook perform even faster and more efficiently as we grow. We face a lot of fun and important challenges that require rethinking the current systems for enabling information flow across the web.

The site we all use every day is built by a relatively small group of the smartest engineers and entrepreneurs who are solving substantial problems and each making a huge impact for the 300 million people using Facebook. In fact, the ratio of Facebook users to Facebook engineers makes it so that every engineer here is responsible for more than one million users. It's hard to have an impact like that anywhere else.

We're also succeeding at building Facebook in a sustainable way. Earlier this year, we said we expected to be cash flow positive sometime in 2010, and I'm pleased to share that we achieved this milestone last quarter. This is important to us because it sets Facebook up to be a strong independent service for the long term.

Over time, Facebook will continue to be as strong as all of the connections you make. We'll continue building new and better things to make connecting with the people you care about as easy and rewarding as possible. We thank all of you for helping us reach the point where we are connecting 300 million people, and we hope to serve you and many more people in increasingly deep and innovative ways in the months and years ahead.

Topics: Growth

Written about 5 months ago

Chris, Roy Bayu Negara, Piergiulio and 6,486 others like this.

View all 680 comments



Now Connecting 250 Million People

by Mark Zuckerberg Wednesday, July 15, 2009 at 9:08am

As of today, 250 million people are using Facebook to stay updated on what's happening around them and share with the people in their lives. The rapid pace of our growth is humbling and exciting for us, and it affirms that people everywhere are realizing the power of staying connected to everything they care about on Facebook.

From the beginning, Facebook hasn't been about building a website. Facebook is about all of the people using it and all of the things that are important to you. The 250 million of you on Facebook today are what gives Facebook life and makes the site meaningful to everyone using it, so we thank you.

Each person who joins makes Facebook better by adding a presence to the site that friends and family can connect with and feel closer to. For us, growing to 250 million users isn't just an impressive number; it is a mark of how many personal connections all of you have made, and how far we at Facebook have to go to extend the power of connection to the billions of

- Security (8)
- Share (1)
- Site governance (9)
- Spam (3)
- Sports (1)
- Statement of Rights and Responsibilities (SRR) (7)
- Status Updates (5)
- Suggestions (2)
- Tagging (1)
- Television (1)
- Toolbar (1)
- Translation (5)
- Username (2)
- Video (1)
- Your Stories (12)

Archived Posts by Date

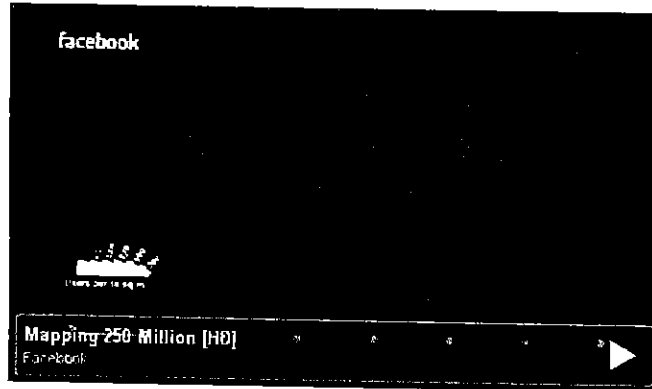
- 2010
 - February (5)
 - January (11)
- 2009
 - December (14)
 - November (12)
 - October (17)
 - September (10)
 - August (10)
 - July (10)
 - June (13)
 - May (13)
 - April (13)
 - March (14)
 - February (13)
 - January (8)
- 2008
 - December (15)
 - November (14)
 - October (12)
 - September (9)
 - August (2)
 - July (3)
 - June (6)
 - May (5)
 - April (6)
 - March (2)
 - February (4)
 - January (3)
- 2007
 - December (4)
 - November (4)
 - October (1)
 - September (3)
 - August (4)
 - July (4)
 - June (2)
 - May (5)
 - April (9)
 - March (8)
 - February (7)
 - January (4)
- 2006
 - December (3)
 - November (6)
 - October (5)
 - September (7)
 - August (4)

Archived Posts by Blogger

- Abraham Cooper (1)
- Adam Conner (4)
- Adam D. I. Kramer (2)
- Adam Hupp (1)
- Aditya Agarwal (2)
- Akhil Wable (1)
- Alex Moskaliuk (1)
- Alexandre Roche (3)
- Alok Menghrajani (1)
- Ana Muller (1)
- Andrew 'Boz' Bosworth (2)
- Annie Ta (2)
- Ani Steinberg (2)
- Arianna Huffington (1)

people around the world.

So today as we celebrate our 250 millionth user, we are also continuing to develop Facebook to serve as many people in the world in the most effective way possible. This means reaching out to everyone across the world and making products that serve all of you, wherever you are—whether through Facebook Connect, new mobile products and the other things that we are bulking. We're grateful to have all of you with us, and we look forward to helping connect the next quarter billion people on Facebook.



Topics: Growth

Written about 7 months ago

Pitry, Hasan, Omar and 7,759 others like this.

View all 792 comments

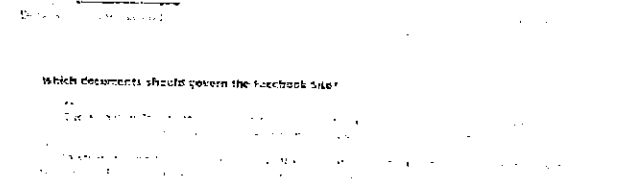


Voting Begins on Governing the Facebook Site

by Mark Zuckerberg Thursday, April 16, 2009 at 12:48pm

Today, we take the next step in opening our site governance to everyone who uses Facebook with our first user vote. Through an application developed by Wildfire Promotion Builder, you can now vote on which documents you want to serve as the foundation for governing the Facebook site.

You will have two options on the ballot, as shown below: 1) the new Facebook Principles and Statement of Rights and Responsibilities (SRR), which incorporate feedback from users and experts received during the 30-day comment period, or 2) the current Terms of Use, which were developed by Facebook and did not go through an outside comment period.



You can vote until 11:59 a.m. PDT on April 23, at which point the results will be reviewed by an independent auditor to ensure their accuracy. To vote, go here.

We encourage you to participate and make your voice heard. For this vote and any future one, the results will be binding if at least 30 percent of active Facebook users at the time that the vote was announced participate. An active user is someone who has logged in to the site in the past 30 days.

If these new documents are approved, all future changes to the Statement of Rights and Responsibilities will go through the same process of notice and comment, and may be put to a vote if enough people comment. Even if these new proposed documents are defeated, we will still find ways to involve you in the governance process; however, this involvement will need to be explicitly stated in a future version of the Terms of Use.

If you want to receive updates about Facebook's site governance, you can connect with the

- Arjun Banker (1)
- Arun Vijayvergiya (1)
- Austin Haugen (1)
- Austin Sparks Cresswell (1)
- Barbara Fischkin (1)
- Barry Schnitt (1)
- Benjamin Ling (1)
- Bikash Agarwalla (1)
- Blair Heuer (1)
- Blaise DiPersia (1)
- Blake Chandlee (1)
- Bo Hong Deng (1)
- Bob Trahan (2)
- Brian Shire (1)
- Brynn Shepherd (1)
- Cameron Marlow (1)
- Carl R. Augusto (1)
- Carolyn Abram (11)
- Casi Lumbra (1)
- Cat Lee (3)
- Chad Little (2)
- Charlotte Carnevale Willner (1)
- Chengos Lim (1)
- Chris Cox (2)
- Chris Hughes (2)
- Chris Kelly (4)
- Chris Putnam (4)
- Chris Ward (1)
- Christina Holsberry (2)
- Craig Donato (1)
- Dan Rose (1)
- Daniel Chai (1)
- Danna Gutman (1)
- Dave Fetterman (1)
- Dave Morin (1)
- Doug Beaver (2)
- Dustin Moskowitz (1)
- Elizabeth Linder (2)
- Elliot Schrage (2)
- Eric Kwan (2)
- Eric Zamore (1)
- Ethan Beard (1)
- Evan Priestley (1)
- Everett Katigbak (1)
- Ezra Callahan (8)
- Florin Ratiu (1)
- Gareth Davis (1)
- Gene Fant (1)
- Ghassan Haddad (1)
- Gibson Biddle (1)
- Graeme Menzies (1)
- Greg Badros (1)
- Harry Hui Wang (4)
- Henri Moissinac (1)
- Jack Lindamood (1)
- Jackie Kong (1)
- Jake Brill (2)
- James Wang (2)
- Jared Cohen (1)
- Jared Morgenstern (4)
- Jason Min (2)
- Jason Sobel (1)
- Jeff Kanter (1)
- Jeff Williams (1)
- Jeffrey Wieland (1)
- Jesse Dwyer (1)
- Jessica Ghasin (1)
- Jimmy Lavoie (1)
- Jing Chen (1)
- Joanna Lee (1)
- Joe Green (1)
- Joe Hewitt (3)
- Joe Sullivan (1)
- Joel Seligstein (1)
- Jon Fougner (2)
- Jon Warman (2)
- Jonathan Heiliger (1)
- Jonathan Hsu (1)
- Josh Elman (1)
- Josh Wiseman (2)
- Julie Trescott (1)
- Julie Zhuo (2)
- Justin Bishop (1)

newly created Facebook Site Governance Page. We have transitioned our previous groups for the Facebook Principles and Statement of Rights and Responsibilities to this Page. It includes the full text of all of our documents and responses to people's comments on them, translated into several languages. We plan to use this Page to notify people about future proposed changes and announce additional votes as they're required.

We encourage you to join us in the governance of Facebook and vote by 11:59 a.m. PDT on April 23.

Topics: Statement of Rights and Responsibilities (SRR), Facebook Principles, Site governance

Written about 10 months ago

Edi, Patrick, Tasha and 5,910 others like this.

View all 1,026 comments



200 Million Strong

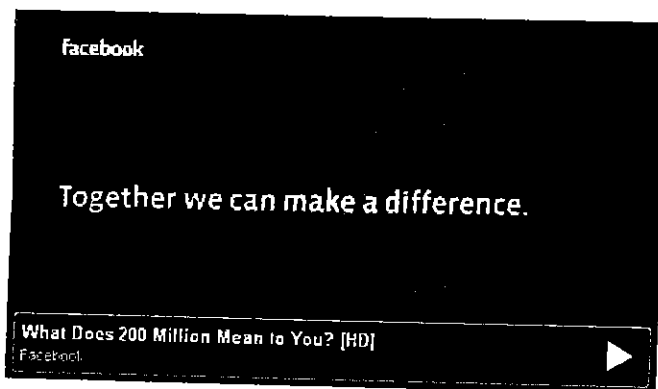
by Mark Zuckerberg Wednesday, April 8, 2009 at 6:27am

We will welcome our 200 millionth active user to Facebook some time today, and I want to take this opportunity to describe what this means to us and what we hope it can mean for everyone using Facebook.

When we built Facebook in 2004, our goal was to create a richer, faster way for people to share information about what was happening around them. We thought that giving people better tools to communicate would help them better understand the world, which would then give them even greater power to change the world.

Creating channels between people who want to work together towards change has always been one of the ways that social movements push the world forward and make it better. Both U.S. President Barack Obama and French President Nicolas Sarkozy have used Facebook as a way to organize their supporters. From the protests against the Colombian FARC, a 40-year old terrorist organization, to fighting oppressive, fringe groups in India, people use Facebook as a platform to build connections and organize action.

More broadly, technology has made it easier and faster for people across the world to share more and more -- from the daily activities of their lives to events that impact their communities. At Facebook, we want to build the best service in the world for people to connect with and share everything that is important to them, whether day-to-day or world-changing. A heat map of our growth since 2004 shows how quickly people across the world are connecting on Facebook.



Growing rapidly to 200 million users is a really good start, but we've always known that in order for Facebook to help people represent everything that is happening in their world, everyone needs to have a voice. This is why we are working hard to build a service that everyone, everywhere can use, whether they are a person, a company, a president or an organization working for change.

To celebrate and support all of these voices and their potential to improve the world, we are creating a space on Facebook where people can share their stories about how Facebook has helped them give back to their communities, effect change or connect with a distant relative. We've also worked with 16 charitable and advocacy organizations to create gifts that are now available in our gift shop. The organization the gift represents will receive between 90 percent to 95 percent of the cost of the gift, after administrative expenses for the transaction, so we encourage you to share your passion for a cause with your friends and in doing so, support the cause. Facebook will not keep any part of your contribution.

There are still many more people and groups in the world whose voices we want to connect with everyone who wants to hear them. So even as we celebrate the 200 millionth person and all of you using Facebook today, we are working to bring the power of sharing to everyone in the world.

- Justin Mitchell (1)
- Justin Rosenstein (1)
- KC Estenson (1)
- Kari Lee (1)
- Kate Losse (3)
- Kathleen Loughlin (1)
- Kathy H. Chan (4)
- Katie Carter (2)
- Katie Geminder (6)
- Kevin Arata (1)
- Kevin Der (1)
- Knot Papatrisawat (1)
- Lars Backstrom (1)
- Leah Peariman (5)
- Lee Byron (1)
- Lisa P. Jackson (1)
- Liz Perle (1)
- Luke Shepard (1)
- Makinde Adeagbo (1)
- Malorie Lucich (2)
- Marcia Velencia (1)
- Mark Kinsey (2)
- Mark Sise (9)
- Mark Zuckerberg (20)
- Matt Cahill (1)
- Max Kelly (3)
- Melissa Luu-Van (1)
- Melody Quintana (1)
- Michael B Kaiser (1)
- Michael Gummelt (1)
- Michael Richter (1)
- Michelle Robinson Boykins (1)
- Mike Honda (1)
- Morin Cynthia Oluwole (1)
- Naomi Gleit (4)
- Natalie Minor (1)
- Navid Mansourian (1)
- Nico Vera (3)
- Nikki M. Flatley (2)
- Olaoluwa 'Ola' Okelola (1)
- Paul C. Jeffries (1)
- Paul Janzer (1)
- Paul McDonald (1)
- Pedram Keyani (1)
- Pete Bratach (1)
- Peter X. Deng (2)
- Philip Fung (3)
- Prashant Malik (1)
- Randi Zuckerberg (6)
- Raquel DiSabatino (1)
- Raylene Yung (1)
- Richard Allan (2)
- Rob Goodlatte (1)
- Robert Johnson (1)
- Roddy Lindsay (2)
- Ruchi Sanghvi (2)
- Ryan McGeehan (3)
- Sam O'Rourke (1)
- Sameer Moldu (1)
- Sandra Liu Huang (1)
- Sara Lannin (7)
- Sasha Rosse (1)
- Scott Mariette (1)
- Scott Mills (1)
- Shaun King (1)
- Shaykat Chaudhuri (1)
- Shervin Pishevar (1)
- Sheryl Sandberg (1)
- Simon Axten (3)
- Sophia Huang (1)
- Steven Grimm (1)
- Susan Smith Ellis (1)
- Suzie White (1)
- Ted Ulylot (1)
- Teddy Underwood (1)
- Tim Sparapani (2)
- Tom Occhino (1)
- Tom Whitnah (5)
- Victor Valdez (1)
- Wayne Chang (3)
- Will Chen (3)
- Will Gardner (1)
- Xenia Nosov (1)

Topics: Gifts, Growth

Written about 10 months ago

Robert, Peter, Ziad and 5,862 others like this.

View all 933 comments

Yair Landau (1)

Yishan Wong (2)

Subscribe to this Blog

Facebook Blog (Atom)



Improving Your Ability to Share and Connect

by Mark Zuckerberg Wednesday, March 4, 2009 at 12:17pm

Over the past five years, Facebook has evolved to make sharing information more efficient and to give people more control. This year, we are going to continue making the flow of information even faster and more customized to those you want to connect and communicate with, no matter how broadly or privately. To give you a framework for how we're thinking about these upcoming changes, it's important to understand how Facebook has developed and where we're heading.

The Social Graph and The Stream

When we started Facebook in 2004, it was just a basic directory with some names, interests, contact information and a profile picture. If you wanted to find out about a friend's updates, you had to check your friend list for updated profiles and visit each friend's profile to see what had changed. This worked because people didn't change their profiles too often. Over time we added photos, videos, groups and events, and people started sharing more and more information. So in 2006, we launched News Feed, which highlighted for you the most interesting updates from your friends on your home page. It helped you understand everything that was going on.

As more and more information flows through Facebook, the need for people to easily discover the most recent and relevant content has grown. That's why when we redesigned the profile last year, we focused on the Wall—the stream of information telling you what is going on with a person—rather than the previous profile style of boxes containing unchanging information. This was a big step in our evolution because it moved Facebook in the direction of helping people share immediate experiences with one another: a thought, a status, a photo, a note, a feeling.

In 2007, we popularized the term Social Graph to describe how Facebook maps out people's connections. The idea is that these connections—whether friendships, affiliations or interests—exist already in the real world, and all we're trying to do is map them out. We believe that connecting people to their friends is just the beginning, and we're working hard on making Facebook a place for people to connect with and keep track of all the interests in their lives.

We think that as it becomes easier to connect and share across the social graph, people—as well as companies, governments and other organizations—will share more information about what is happening with them. As this happens, the world will become more open and people will have a better understanding of everything that is going on around them.

One way to think about this is as a timeline—or a stream. As people share more, the timeline gets filled in more and more with what is happening with everything you're connected to. The pace of updates accelerates. This creates a continuous stream of information that delivers a deeper understanding for everyone participating in it. As this happens, people will no longer come to Facebook to consume a particular piece or type of content, but to consume and participate in the stream itself.

In order to make this a reality, we must build Facebook to give everyone the power to share anything they want and connect with anyone they want. The way we're doing that is to first extend people's ability to connect with everything that interests them, and to give people a way to get updates from all of these connections. Then, we're going to increase the pace of the stream, so you can immediately see what is going on around you.

What's New Today

Starting today, we are announcing new profiles for public figures and organizations. Once called Pages, these new profiles will now begin looking and functioning just like user profiles. Just as you connect with friends on Facebook, you can now connect and communicate with celebrities, musicians, politicians and organizations. These folks will now be able to share status updates, videos, photos or anything else they want, in the same way your friends can already. You'll be able to keep up with all of their activity in your News Feed. This means that you can find out that Oprah is reading a book backstage before a show, CNN posted a breaking story or U2 is working on a new song, just as you would see that your friend uploaded new photos from her trip to Europe.

We're also going to make some changes to the home page. The new home page will let you see everything that's shared by your friends and connections as it happens. It will also provide you more control by letting you choose exactly who you see among the people and things you are connected to. You can decide you no longer want to get updates from your old friend from high school who you rarely talk to, or you can filter the stream to only see updates about your family members. And now, if you want, you can read what President Obama is saying on the same page as your best friend. You can find out what it is your mother, your high school classmate or President Obama are doing, thinking and sharing right now just by logging into Facebook.

We'll begin rolling out the new home page next week, so please check out our home page tour to see the new design and let us know what you think about it. This is an exciting move for us and we have more coming, so keep an eye on the blog for more updates about

upcoming products.

Topics: Live Feed, News Feed, Pages

Written about 11 months ago

Sergen, Robb, Lawrence and 5,486 others like this.

View all 2,188 comments



Governing the Facebook Service in an Open and Transparent Way

by Mark Zuckerberg Thursday, February 26, 2009 at 11:20am

Last week, we returned to our previous Terms of Use as we worked on a new set of governing documents that would more clearly explain the relationship between Facebook and its users. Since then, I've been excited to see how much people care about Facebook and how willing they are to contribute to the process of governing the site.

Our main goal at Facebook is to help make the world more open and transparent. We believe that if we want to lead the world in this direction, then we must set an example by running our service in this way.

We sat down to work on documents that could be the foundation of this and we came to an interesting realization—that the conventional business practices around a Terms of Use document are just too restrictive to achieve these goals. We decided we needed to do things differently and so we're going to develop new policies that will govern our system from the ground up in an open and transparent way.

Beginning today, we are giving you a greater opportunity to voice your opinion over how Facebook is governed. We're starting this off by publishing two new documents for your review and comment. The first is the Facebook Principles, which defines your rights and will serve as the guiding framework behind any policy we'll consider—or the reason we won't consider others. The second document is the Statement of Rights and Responsibilities, which will replace the existing Terms of Use. With both documents, we tried hard to simplify the language so you have a clear understanding of how Facebook will be run. We've created separate groups for each document so you can read them and provide comments and feedback. You can find the Facebook Principles [here](#) and the Statement of Rights and Responsibilities [here](#). Before these new proposals go into effect, you'll also have the ability to vote for or against proposed changes.

I believe these steps are unprecedented in promoting understanding and enabling participation on the web. I hope you will take a look at these documents, read them carefully, and share your thoughts.

Facebook is still in the business of introducing new and therefore potentially disruptive technologies. This can mean that our users periodically experience adjustments to new products as they become familiar with them, and before becoming enthusiastic supporters. The launch of News Feed and the recent interface redesign are excellent examples that illustrate why we need to continue to make independent decisions about products in order to push technology forward. While these products must be consistent with the Principles and in compliance with the Statement of Rights and Responsibilities, they will not be subject to the notice and comment or voting requirement.

We're honored that so many millions of people around the world have decided to bring Facebook into their lives to share information and experiences with friends and loved ones. We understand that gives us an important responsibility to our users.

History tells us that systems are most fairly governed when there is an open and transparent dialogue between the people who make decisions and those who are affected by them. We believe history will one day show that this principle holds true for companies as well, and we're looking to moving in this direction with you.

Updated about 11 months ago

Link, Yelfouf, Daisy and 3,134 others like this.

View all 2,905 comments



Update on Terms

by Mark Zuckerberg Tuesday, February 17, 2009 at 10:17pm

A couple of weeks ago, we revised our terms of use hoping to clarify some parts for our users. Over the past couple of days, we received a lot of questions and comments about the changes and what they mean for people and their information. Based on this feedback, we have decided to return to our previous terms of use while we resolve the issues that people have raised.

Many of us at Facebook spent most of today discussing how best to move forward. One approach would have been to quickly amend the new terms with new language to clarify our

positions further. Another approach was simply to revert to our old terms while we begin working on our next version. As we thought through this, we reached out to respected organizations to get their input.

Going forward, we've decided to take a new approach towards developing our terms. We concluded that returning to our previous terms was the right thing for now. As I said yesterday, we think that a lot of the language in our terms is overly formal and protective so we don't plan to leave it there for long.

More than 175 million people use Facebook. If it were a country, it would be the sixth most populated country in the world. Our terms aren't just a document that protect our rights; it's the governing document for how the service is used by everyone across the world. Given its importance, we need to make sure the terms reflect the principles and values of the people using the service.

Our next version will be a substantial revision from where we are now. It will reflect the principles I described yesterday around how people share and control their information, and it will be written clearly in language everyone can understand. Since this will be the governing document that we'll all live by, Facebook users will have a lot of input in crafting these terms.

You have my commitment that we'll do all of these things, but in order to do them right it will take a little bit of time. We expect to complete this in the next few weeks. In the meantime, we've changed the terms back to what existed before the February 4th change, which was what most people asked us for and was the recommendation of the outside experts we consulted.

If you'd like to get involved in crafting our new terms, you can start posting your questions, comments and requests in the group we've created—Facebook Bill of Rights and Responsibilities. I'm looking forward to reading your input.

Updated about 12 months ago

Jim, Shannon, Sultan and 247 others like this.

[View all 5,321 comments](#)



On Facebook, People Own and Control Their Information

by Mark Zuckerberg Monday, February 16, 2009 at 2:09pm

A couple of weeks ago, we updated our terms of use to clarify a few points for our users. A number of people have raised questions about our changes, so I'd like to address those here. I'll also take the opportunity to explain how we think about people's information.

Our philosophy is that people own their information and control who they share it with. When a person shares information on Facebook, they first need to grant Facebook a license to use that information so that we can show it to the other people they've asked us to share it with. Without this license, we couldn't help people share that information.

One of the questions about our new terms of use is whether Facebook can use this information forever. When a person shares something like a message with a friend, two copies of that information are created—one in the person's sent messages box and the other in their friend's inbox. Even if the person deactivates their account, their friend still has a copy of that message. We think this is the right way for Facebook to work, and it is consistent with how other services like email work. One of the reasons we updated our terms was to make this more clear.

In reality, we wouldn't share your information in a way you wouldn't want. The trust you place in us as a safe place to share information is the most important part of what makes Facebook work. Our goal is to build great products and to communicate clearly to help people share more information in this trusted environment.

We still have work to do to communicate more clearly about these issues, and our terms are one example of this. Our philosophy that people own their information and control who they share it with has remained constant. A lot of the language in our terms is overly formal and protective of the rights we need to provide this service to you. Over time we will continue to clarify our positions and make the terms simpler.

Still, the interesting thing about this change in our terms is that it highlights the importance of these issues and their complexity. People want full ownership and control of their information so they can turn off access to it at any time. At the same time, people also want to be able to bring the information others have shared with them—like email addresses, phone numbers, photos and so on—to other services and grant those services access to those people's information. These two positions are at odds with each other. There is no system today that enables me to share my email address with you and then simultaneously lets me control who you share it with and also lets you control what services you share it with.

We're at an interesting point in the development of the open online world where these issues are being worked out. It's difficult terrain to navigate and we're going to make some missteps, but as the leading service for sharing information we take these issues and our responsibility to help resolve them very seriously. This is a big focus for us this year, and I'll post some more thoughts on openness and these other issues soon.

Updated about 12 months ago

Anne-Marie, Sharon, Mahesh and 118 others like this.

[View all 610 comments](#)



Facebook's 5th Birthday

by Mark Zuckerberg Tuesday, February 3, 2009 at 2:49pm

Tomorrow is Facebook's 5th birthday. This is a happy occasion for Facebook, but much more significant to the Facebook team is the fact that over 150 million people around the world are using Facebook to connect with the people in their lives. Facebook was founded in 2004 to give people the tools to engage and understand the world around them. We are glad and humbled that so many people are using Facebook in this way.

While we at Facebook make products that enable people to share information efficiently, Facebook is mostly the product of the people who use it. Without you and the connections you make to others, the products we create wouldn't have much meaning. So we feel fortunate to have all of you with us. To express our appreciation, we've created a "Thank You" gift, which will be available tomorrow in the Facebook Gift Shop for you to give freely to others. In the spirit of celebrating connections between people, we encourage you to use this gift to give thanks to your friends, colleagues and family members with whom you are connected on Facebook.

Since its founding, one of the constants of Facebook is that it has continuously evolved to make it easier to share. To give you a sense of how the site has changed, we dug up a few images of how Facebook used to look—you can see them here. Building and moving quickly for five years hasn't been easy, and we aren't finished. The challenge motivates us to keep innovating and pushing technical boundaries to produce better ways to share information.

The culture of the Internet has also changed pretty dramatically over the past five years. Before, most people wouldn't consider sharing their real identities online. But Facebook has offered a safe and trusted environment for people to interact online, which has made millions of people comfortable expressing more about themselves.

Why is it important to us to keep building better ways for people to share information? Enabling efficient sharing is important because it makes the world more open, and this gives everyone a voice to express ideas and initiate change.

As we celebrate Facebook's 5th birthday, we continue to work hard to evolve Facebook and make it as simple as possible to communicate with and understand the people and entities that matter to you.

Updated over a year ago

Dhi, Gabby, Harry and 26 others like this.

[View all 57 comments](#)



A Great Start to 2009

by Mark Zuckerberg Wednesday, January 7, 2009 at 1:37am

Today, we reached another milestone: 150 million people around the world are now actively using Facebook and almost half of them are using Facebook every day. This includes people in every continent—even Antarctica. If Facebook were a country, it would be the eighth most populated in the world, just ahead of Japan, Russia and Nigeria.

When we first started Facebook almost five years ago, most of the people using it were college students in the United States. Today, people of all ages—grandparents, parents and children—use Facebook in more than 35 different languages and 170 countries and territories.

The full potential of the web is to make the world more open, so everyone has a voice and can share what is important to them. With 150 million voices and counting, we can't wait for the rest of 2009, and we look forward to offering even more ways for you to connect with the people who matter most.

Updated over a year ago

Dan, Daisy, Ralph and 17 others like this.

[View all 59 comments](#)



Facebook Across the Web

by Mark Zuckerberg Thursday, December 4, 2008 at 12:18pm

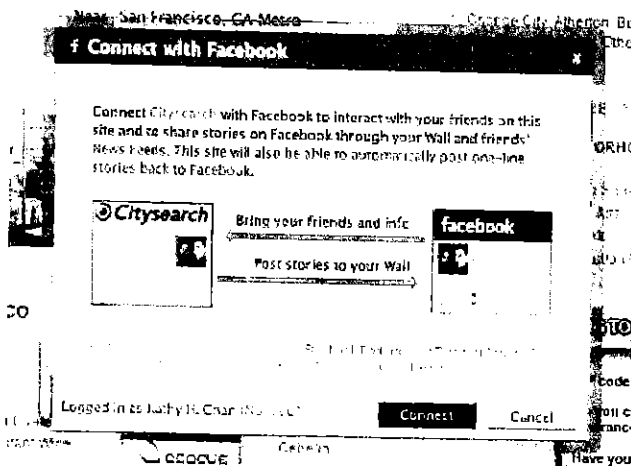
Over the summer we announced an extension of Facebook Platform called Facebook Connect. Facebook Connect makes it easier for you to take your online identity with you all

over the Web, share what you do online with your friends and stay updated on what they're doing. You won't have to create separate accounts for every website, just use your Facebook login wherever Connect is available.

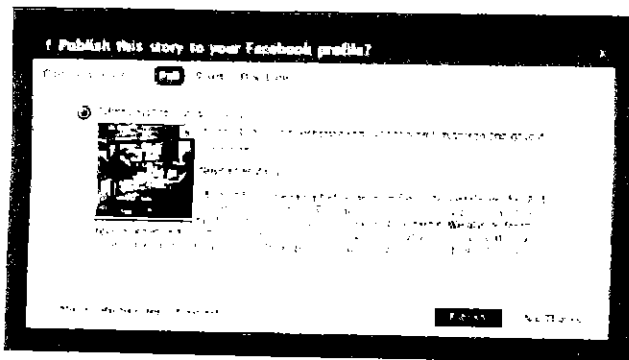
Starting today, you'll see prompts for Facebook Connect at websites across the Internet and have the opportunity to take your Facebook profile information, friends and privacy preferences to your favorite sites.

Connect with Facebook

If you've used the early versions of Connect on Citysearch, CNN's The Forum or CBS' The Insider, this will already look pretty familiar.



For example, you can use Facebook Connect with the reviews website, Citysearch. You can easily log in using your Facebook account, and from there, you'll be able to interact with all of your Facebook friends. They'll be able to see some of the same profile information they can see on Facebook, which is fully controlled by your privacy settings. When you write a review for a restaurant, you'll have the option to publish that story back to Facebook, where your friends can see it, too. This makes finding your friends' reviews on Citysearch a snap. With Facebook Connect, it will be easier for you to share and connect with your friends across the Web.



We've worked hand in hand with our launch partners over the past several months to create great experiences for you to check out. Use your Facebook account to comment on blogs including TechCrunch. Compare your political stance with friends at CNN's The Forum and your voting record via Govt. Comment on the latest how-to videos on Howcast. Get your friends' opinions regarding your new car search with vLane.

Obviously our launch partners don't cover all the websites you use on a daily basis, so if you want to see this list grow, get in touch with your favorite websites, developers, and services, and tell them you want to connect. With your help, we can all share more information across the web.

Written over a year ago

Aleksandrs, Ajmi, Bengbeng and 67 others like this.

[View all 128 comments](#)

**Hello from Madrid**

by Mark Zuckerberg Thursday, October 16, 2008 at 10:24am

I've been in Europe traveling around for the last ten days. It's an exciting time for me to visit because Facebook is at a really interesting point here. Millions of people are already using the site on a daily basis, but it's also just the beginning. Lots of these places are at a tipping point where more than 20 or 30 percent of their online populations could be on Facebook within the next year or two. It seemed like a good time to spend some time with users and developers in Berlin, Munich, Paris, London, Madrid and Pamplona, to talk about Facebook and learn how people are using it in their lives. My trip has included some talks at universities, visits with developer groups and a bunch of press interviews. I've enjoyed hearing at each stop about people discovering the ways that Facebook can help them stay connected and share with their friends.

The stories I've heard from people on this trip are similar to the stories I heard from people at home when we first made Facebook available for everyone. A Spanish developer told me how she reconnected with her cousins in Latin America -- something that may have not been possible if our users hadn't translated Facebook into Spanish. In Paris, a group of people in the Marais district organized a neighborhood protest against the filming of a TV show in their district. In the UK, Cadbury brought back the Wispa candy bar after thousands of users campaigned for it on Facebook.

When we first reached 100 million users we were all really excited -- it was a big milestone for us. This trip was a good chance to see how the next 100 million people are already using Facebook to create events, add photos, join groups and share their lives with their friends and family.

Updated over a year ago

Daisy, Sophia, Lori and 2 others like this.

[View all 5 comments](#)

Thomas FACEBOOK DOES NOT CARE ABOUT PEOPLE, ONLY NUMBERS,

THEY REFUSE TO BAN/REMOVE THOSE WHO ABUSE THEIR OWN "TERMS AND CONDITIONS." UNTIL FACEBOOK BECOMES CONCERNED ABOUT THE USE OF PROFANITY AND VULGARITY, NAME CALLING, ABUSIVE MESSAGING,

NO ONE SHOULD PATRONIZE ANY ADVERTISOR UNTIL THEY RESPOND TO HONEST POSTERS. .

November 28, 2009 at 11:09pm

Lenra You're right thomas! I'm very disappointed to this site unlike FRIENDSTER you can easily report the abusive people to delete totally thier account.

January 15 at 6:42pm

**Thoughts on the Evolution of Facebook**

by Mark Zuckerberg Thursday, September 18, 2008 at 11:51am

After months of hard work, we're at a point where almost all 100 million people around the world on Facebook are using the new design. As we continue to roll this out, I wanted to take a moment to reflect on what we've built and why I think it's an important step for us.

Facebook's mission is to give people the power to share and make the world more open and connected. In the last four years, we've built new products that help people share more, such as photos, videos, groups, events, Wall posts, status updates and so on.

As people share more, sometimes we need to change the site to accommodate how much information people are posting. Back in 2006 we launched News Feed, which brought all of the most recent and interesting activity from the people you care about right to your home page. Similarly, the new Facebook design replaces all the big boxes on profiles and brings all of your friends' most recent and interesting activity to front and center.

We realize that change can be difficult though. Many people disliked News Feed at first because it changed their home page and how they shared information. Now it's one of the most important parts of Facebook. We think the new design can have the same effect.

With this release, we've worked harder to get more feedback about what we can improve. Starting in March, we created a Page where we gave updates on the changes we were considering and more than 150,000 people joined and participated. We also wanted to give people a chance to try out the new design before launching it for everyone. More than 40 million people tried it out and 30 million continued using it.

It's tempting to say that we should just support both designs, but this isn't as simple as it sounds. Supporting two versions is a huge amount of work for our small team, and it would mean that going forward we would have to build everything twice. If we did that then neither version would get our full attention.

That said, Facebook is a work in progress. We constantly try to improve things and we understand that our work isn't perfect. We appreciate the thousands of you who have written in to give us feedback. Even if you're joining a group to express things you don't like

about the new design, you're giving us important feedback and you're sharing your voice, which is what Facebook is all about.

Thanks for all of your support as we work together to make Facebook better and give everyone around the world a new way to connect and share. The active community on Facebook makes it possible for us to build new things and make them great, and that is why Facebook has been successful so far.

Updated over a year ago

Daisy, Giuseppe, Briant and 2 others like this.

[View all 45 comments](#)



Our First 100 Million

by Mark Zuckerberg Tuesday, August 26, 2008 at 12:21am

We hit a big milestone today -- 100 million people around the world are now using Facebook. This is a really gratifying moment for us because it means a lot that you have decided that Facebook is a good, trusted place for you to share your lives with your friends. So we just wanted to take this moment to say, "thanks."

We spend all our time here trying to build the best possible product that enables you to share and stay connected, so the fact that we're growing so quickly all over the world is very rewarding. Thanks for all your support and stay tuned for more great things in the future.

Written over a year ago

Karma, Mahen, Daisy and 11 others like this.

[View all 26 comments](#)

Thomas FACEBOOK DOES NOT CARE ABOUT PEOPLE, ONLY NUMBERS,

THEY REFUSE TO BAN/REMOVE THOSE WHO ABUSE THEIR OWN "TERMS AND CONDITIONS." UNTIL FACEBOOK BECOMES CONCERNED ABOUT THE USE OF PROFANITY AND VULGARITY, NAME CALLING, ABUSIVE MESSAGING,

NO ONE SHOULD PATRONIZE ANY ADVERTISOR UNTIL THEY RESPOND TO HONEST POSTERS. .

November 28, 2009 at 11:09pm

Annunciata Does this mean that facebook has more people using it than McDonald's has served hamburgers to? They're only 99 million, right? :)

December 3, 2009 at 1:23pm



Thoughts on Beacon

by Mark Zuckerberg Wednesday, December 5, 2007 at 7:00am

About a month ago, we released a new feature called Beacon to try to help people share information with their friends about things they do on the web. We've made a lot of mistakes building this feature, but we've made even more with how we've handled them. We simply did a bad job with this release, and I apologize for it. While I am disappointed with our mistakes, we appreciate all the feedback we have received from our users. I'd like to discuss what we have learned and how we have improved Beacon.

When we first thought of Beacon, our goal was to build a simple product to let people share information across sites with their friends. It had to be lightweight so it wouldn't get in people's way as they browsed the web, but also clear enough so people would be able to easily control what they shared. We were excited about Beacon because we believe a lot of information people want to share isn't on Facebook, and if we found the right balance, Beacon would give people an easy and controlled way to share more of that information with their friends.

But we missed the right balance. At first we tried to make it very lightweight so people wouldn't have to touch it for it to work. The problem with our initial approach of making it an opt-out system instead of opt-in was that if someone forgot to decline to share something, Beacon still went ahead and shared it with their friends. It took us too long after people started contacting us to change the product so that users had to explicitly approve what they wanted to share. Instead of acting quickly, we took too long to decide on the right solution. I'm not proud of the way we've handled this situation and I know we can do better.

Facebook has succeeded so far in part because it gives people control over what and how they share information. This is what makes Facebook a good utility, and in order to be a good feature, Beacon also needs to do the same. People need to be able to explicitly choose what they share, and they need to be able to turn Beacon off completely if they don't want to use it.

This has been the philosophy behind our recent changes. Last week we changed Beacon to be an opt-in system, and today we're releasing a privacy control to turn off Beacon completely. You can find it here. If you select that you don't want to share some Beacon actions or if you turn off Beacon, then Facebook won't store those actions even when partners send them to Facebook.

On behalf of everyone working at Facebook, I want to thank you for your feedback on Beacon over the past several weeks and hope that this new privacy control addresses any remaining issues we've heard about from you.

Thanks for taking the time to read this.

Mark

Updated over a year ago

Maria, Brian, Daisy and 7 others like this.

[View all 65 comments](#)



An Open Letter from Mark Zuckerberg:

by Mark Zuckerberg Friday, September 6, 2006 at 2:48am

We really messed this one up. When we launched News Feed and Mini-Feed we were trying to provide you with a stream of information about your social world. Instead, we did a bad job of explaining what the new features were and an even worse job of giving you control of them. I'd like to try to correct those errors now.

When I made Facebook two years ago my goal was to help people understand what was going on in their world a little better. I wanted to create an environment where people could share whatever information they wanted, but also have control over whom they shared that information with. I think a lot of the success we've seen is because of these basic principles.

We made the site so that all of our members are a part of smaller networks like schools, companies or regions, so you can only see the profiles of people who are in your networks and your friends. We did this to make sure you could share information with the people you care about. This is the same reason we have built extensive privacy settings — to give you even more control over who you share your information with.

Somehow we missed this point with News Feed and Mini-Feed and we didn't build in the proper privacy controls right away. This was a big mistake on our part, and I'm sorry for it. But apologizing isn't enough. I wanted to make sure we did something about it, and quickly. So we have been coding nonstop for two days to get you better privacy controls. This new privacy page will allow you to choose which types of stories go into your Mini-Feed and your friends' News Feeds, and it also lists the type of actions Facebook will never let any other person know about. If you have more comments, please send them over.

This may sound silly, but I want to thank all of you who have written in and created groups and protested. Even though I wish I hadn't made so many of you angry, I am glad we got to hear you. And I am also glad that News Feed highlighted all these groups so people could find them and share their opinions with each other as well.

About a week ago I created a group called *Free Flow of Information on the Internet*, because that's what I believe in — helping people share information with the people they want to share it with. I'd encourage you to check it out to learn more about what guides those of us who make Facebook. Today (Friday 9/8) at 4pm edt, I will be in that group with a bunch of people from Facebook, and we would love to discuss all of this with you. It would be great to see you there.

Thanks for taking the time to read this,

Mark

Written over a year ago

Ahmad, Prakash, Kelly and 22 others like this.

[View all 156 comments](#)



Calm down. Breathe. We hear you.

by Mark Zuckerberg Tuesday, September 5, 2006 at 10:45pm

We've been getting a lot of feedback about Mini-Feed and News Feed. We think they are great products, but we know that many of you are not immediate fans, and have found them overwhelming and cluttered. Other people are concerned that non-friends can see too much about them. We are listening to all your suggestions about how to improve the product; it's brand new and still evolving.

We're not oblivious of the Facebook groups popping up about this (by the way, Ruchi is not the devil). And we agree, stalking isn't cool; but being able to know what's going on in your

