

**MINUTES OF REGULAR MEETING OF  
THE BOARD OF DIRECTORS OF  
RUST FOUNDATION  
(a Delaware non-profit corporation)**

**Date:** December 9, 2025

**Time:** 22:00 UTC

**Place:** By online videoconference

**Directors present:**

Peixin Hou  
Jack Huey  
Ryan Levick  
Niko Matsakis  
Carol Nichols  
Rohan Patil  
Alexandru Radovici  
Nell Shamrell-Harrington  
Jeffrey vander Stoep  
Andrew Wafaa  
David Wood

**Apologies:**

Seth Markle

**Others present:**

Rebecca Rumbul (Executive Director)  
Abi Broom (Director of Operations)  
Gracie Gregory (Director of Communications and Marketing)  
Lori Lorusso (Director of Outreach)  
Joel Marcey (Director of Technology)

A quorum was present.

**1. Opening Remarks**

Ms. Shamrell-Harrington opened the meeting with opening remarks and a check for a quorum. She welcomed the quorum to the December 2025 Board meeting and handed the lead and logistics to Ms. Rumbul, who added a welcome to Google's new Member Director, Jeffrey van der Stoep.

**2. Approval of Minutes**

A resolution was put forth to approve the minutes of the previous meeting, was briefly discussed, and approved by unanimous consent of the members of the Board present.

*WHEREAS, the Board of Directors of the Foundation has reviewed the draft minutes of its regular meeting held on November 11th 2025, which were circulated to the Board (the “November 11th Minutes”).*

*NOW, THEREFORE, BE IT RESOLVED, that the November 11th Minutes are hereby approved.*

### **3. Executive Director & Management Team update**

#### **Management**

Ms. Rumbul gave the update. Staff annual reviews had been completed, and a new Infrastructure Engineer appointed who would start in January. Alpha-Omega funding of \$450,000 was confirmed for 2026.

She discussed work done to date on 2026-28 strategy development, and presented the results to the Board: 5 new strategic pillars:

- Stable Infrastructure
- Sustainable Maintenance
- Adoption & Innovation
- Maximising Membership
- Empowering the Community

The Board approved the strategic pillars and advised renaming “Maximising Membership” to more clearly convey its purpose and goals.

A new application to join the Rust Innovation Lab was considered. This provoked a wider discussion about the purpose of the Lab and the types of project it would be most beneficial to the Rust ecosystem to accept into it. No decision was reached on the specific project, and Mr. Marcey undertook to kick off a discussion via email.

#### **Technology/Infrastructure**

Mr. Marcey gave the update. He noted a marked rise in AWS CloudFront usage in recent months, believed to be due to automated agent activity, which had driven average credit consumption roughly two-thirds higher. To mitigate this more traffic had been moved to Fastly and a request for substantially increased AWS credits for 2026 had been submitted.

GitLab support for Trusted Publishing had entered public beta. Work on the Capslock analyzer for Rust projects had been advanced into a functioning prototype ready for integration into the broader security-advisory toolchain. The crates.io vulnerability-surfacing RFC had moved into its Final Comment Period with implementation already in progress. Expanded crate and log analytics were now making it possible to identify anomalies and AI-driven access patterns across major crates, providing new visibility into activity on crates.io APIs. An agreement for discounted GitHub Actions had finally been executed after a prolonged administrative cycle.

The technology team had also completed an assessment of high-impact areas for potential future maintainer-focused funding, and was looking at developing work descriptions around C++/Rust interoperability improvements for some potential targeted hiring.

## **Outreach**

Ms. Lorusso spoke about her current work to submit talk proposals to conferences outside of the Rust ecosystem (Kubecon, Open Source SecurityCon, FOSDEM, Linux Foundation events) with the goal of showcasing Rust to new audiences, and noted that the Project's Vision Team was also working on similar submissions. She was also drafting a proposal to create a Rust End User Group, and an Onboarding to Rust plan for individuals to slowly introduce Rust to their company. Rustls had been onboarded into the Rust Innovation Lab and a 1.0 release was being planned.

## **Marketing & Communications**

Ms. Gregory gave a recap of recent and upcoming communications output. She noted that RustConf's visa letter request form and sponsorship prospectus were live and that sponsor outreach was in progress, and that the call for proposals would open soon. It was proposed that the Board should discuss the longer term strategy and goals for RustConf at the next meeting.

Ms. Gregory presented a proposal to the board on the direction of the Foundation's training program for 2026. In summary, due to the anticipated costs of launching an online training program in the current financial environment, it was recommended to proceed only with the accreditation strand of the program for now, launching a "Rust Foundation Trusted Training" stamp of approval for Rust-focused training. Revenue from this model would help to bootstrap further course development, and meanwhile, the Foundation would explore partnership opportunities with online learning providers for course and certification delivery. The Board approved this direction of travel.

## **Finance**

Ms. Broom gave the update, reminding Platinum members of their renewal dates for 2026. The main item on the agenda was the 2026 budget, which was discussed and approved. The Board expressed an interest in hearing more about progress on the C++ interop initiative.

## **4. Project Director Update**

Mr. Huey gave the update:

- The [2025 State of Rust Survey](#) was live and collecting response data
- Rust's participation in [GSOC 2025](#) had been a success
- The Vision Doc team had published a '[lessons learned](#)' blog post
- The Leadership Council had formed a subcommittee for the Rust Foundation Maintainers Fund, and had initiated conversations with the C++ standards committee convenor
- The Content team had published 5 interviews, with 13 more in the pipeline
- A team for the Ferrocene Language Specification was now up and running

- There was now a [funding page](#) on the Rust website

Mr. Matsakis drew attention to his recent [blog post](#) about how to get involved with the 2026 Project Goals process, for the benefit of the Foundation's member companies.

## **5. People Committee discussion**

This was a closed session for board members only. Ms. Shamrell-Harrington outlined the process the committee had followed to evaluate the ED's performance in 2025, shared feedback received from stakeholders, and put forward a proposal on remuneration, which was approved.

## **6. AOB**

There was no other business.

## **7. Adjournment**

There being no further business to come before the Board at this time, the meeting adjourned at approximately 23:56 UTC.