

# FEE

*Annual Report 2017*



## From the President's **DESK**

Dear Friend of FEE,

*"Freedom is never more than one generation away from extinction. We didn't pass it to our children in the bloodstream. It must be fought for, protected, and handed on for them to do the same, or one day we will spend our sunset years telling our children and our children's children what it was once like in the United States where men were free."*

Those wise words from America's 40th President, Ronald Reagan, are as true as ever. And his point is more urgent today than when he made it decades ago.

By 2020, there will be 12 million more young people eligible to vote in the U.S. alone. In our schools and universities, far too many of them are being taught that socialism is respectable and compassionate while capitalism is repugnant and greedy. Freedom will simply not be possible in a future shaped primarily by such egregious errors, so it's vital that we work harder and smarter to offer a better vision.

This is why FEE focuses exclusively on educating young "newcomers"—those previously unaware of the "freedom philosophy" of individual initiative and responsibility, limited government, entrepreneurship, free-market economics, and personal character.

FEE employs a growing variety of leveraged and scalable programs in an effort to mold the lens through which Millennials view the world. This annual report for 2017 tells you more about how we're doing that, and how we remain one of your best investments for freedom's future!

Sincerely,



Lawrence W. Reed  
President



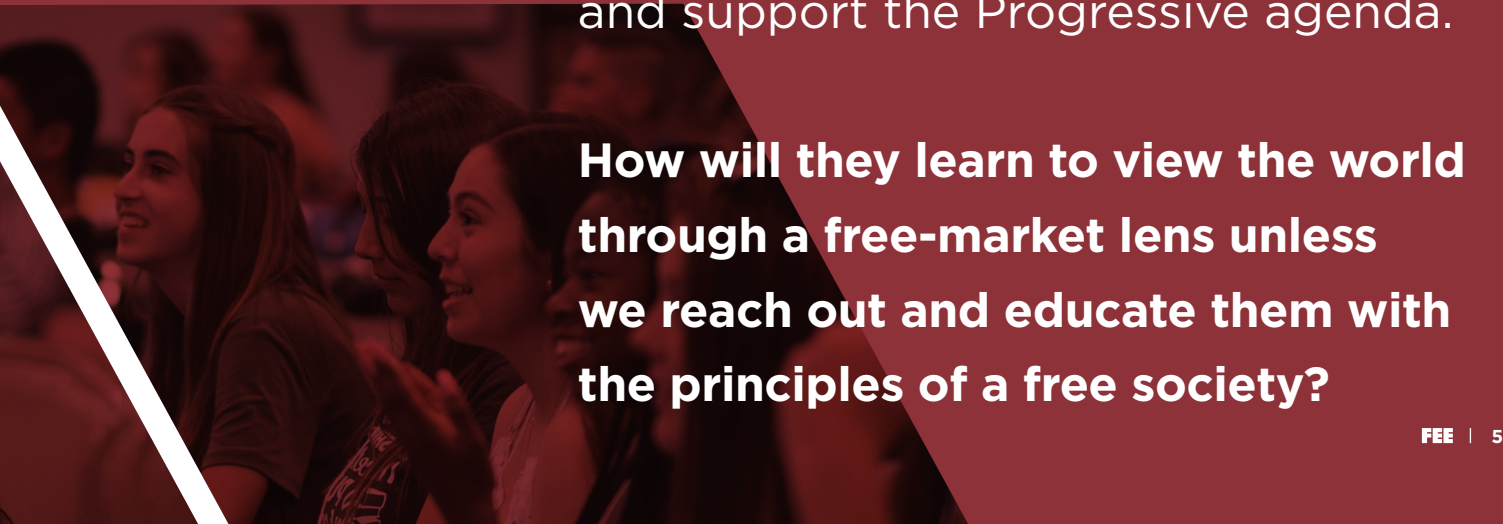
## Guide to this **ANNUAL REPORT**

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*The Challenge*  
**FREEDOM  
FACES**



By 2020, 12 million more young people will reach voting age in the U.S. In our schools and universities, they will learn to admire socialism and support the Progressive agenda.



**How will they learn to view the world through a free-market lens unless we reach out and educate them with the principles of a free society?**

# The FEE SOLUTION

*FEE believes that early education in...*



- Humane values
- Free-market economics
- Individual liberty
- Entrepreneurial ethics



Academic freedom



Free-market politicians



Free-market think tanks



Principled business leaders

*Results in...*

*Which produces a world with...*

- Robust civil society
- Free enterprise
- Limited government
- Free and flourishing people



## MISSION

To inspire, educate, and connect future leaders with the economic, ethical, and legal principles of a free society.

## VISION

A world where the ideas of liberty are familiar, credible, and compelling to the rising generation.

## PRINCIPLES

Individual liberty, free-market economics, entrepreneurship, private property, high moral character, and limited government.

## FEE'S Strategic Objectives

- 1 *FEE will be the movement leader in knowing our customer.*
- 2 *FEE will be the leader in introducing freedom as a life philosophy.*
- 3 *FEE will be a leader in the leveraged distribution of ideas on liberty.*

## FEE'S Core Programs

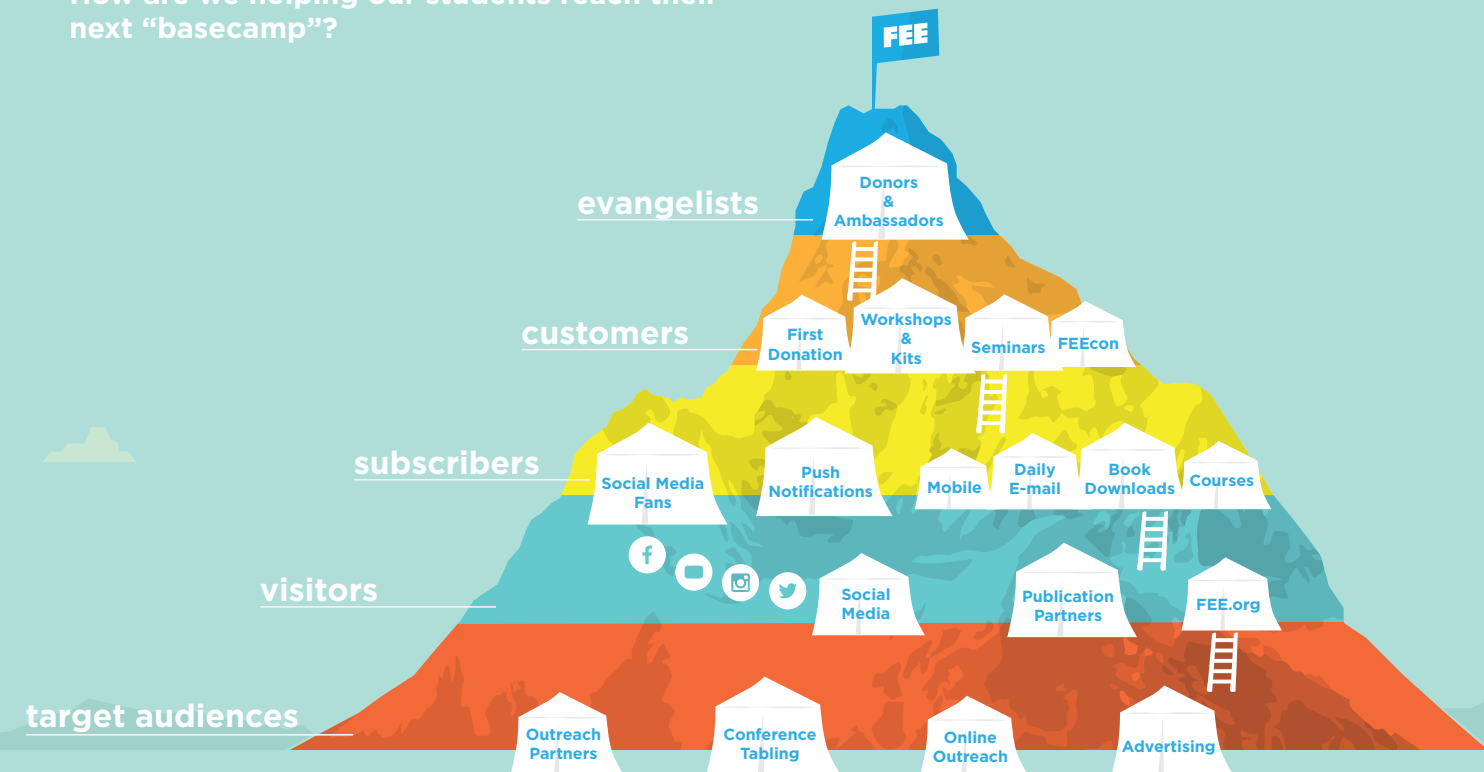
- 1 *Student Seminars*
- 2 *Classroom Resources*
- 3 *Online Outreach & Content*
- 4 *Online Learning*
- 5 *Youth Education and Audience Research Project*

# Mapping FEE's CUSTOMER JOURNEY

Through our suite of digital, in-person, and partnered educational programs, FEE guides millions of youth on life-changing journeys to discovering freedom as a life philosophy.

## We constantly ask:

How are we helping our students reach their next "basecamp"?



# FEE's Strategic PARTNERS

FEE partners with dozens of organizations for content distribution, co-branded programs, and lifelong activation in the cause of liberty, making your investment in FEE an investment in the entire freedom movement.

## STUDENT OUTREACH PARTNERS

FEE partners with student and teacher outreach groups to engage new audiences through online content, print publications, and in-person programs.

## DIGITAL DISTRIBUTION PARTNERS

FEE republishes and shares content from many of the best sources for pro-freedom writing and video on the Internet. FEE's content is completely free to republish with attribution.

## PROGRAM PARTNERS

FEE is proud to partner with many like-minded groups for both FEE-branded and co-branded programs, presentations, events, and publications.

## DESTINATION PARTNERS

FEE directs students to partners' content, programs, and career opportunities for further growth along their journey toward discovering liberty.



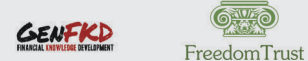
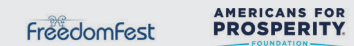
### STUDENT OUTREACH



### DIGITAL DISTRIBUTION



### PROGRAM PARTNERS



### DESTINATION PARTNERS

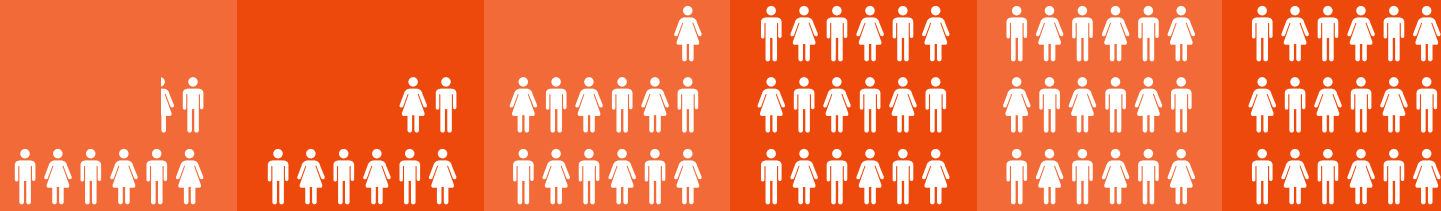


\*and member groups

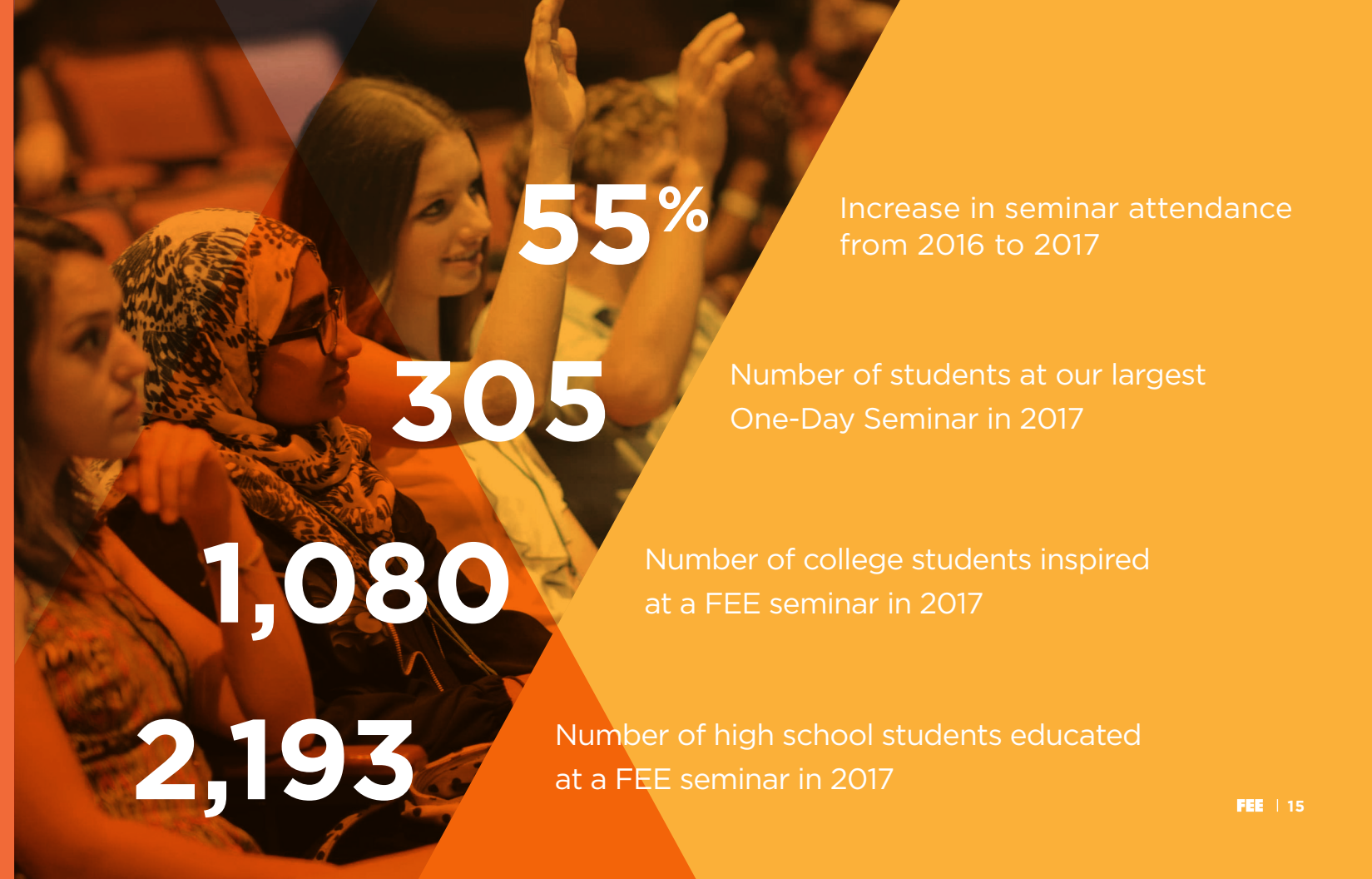
# Student SEMINARS

2013	2014	2015	2016	2017	2018
745	802	1,340	2,117	3,273	4,800

## STUDENT ATTENDANCE



Projected



55%

Increase in seminar attendance from 2016 to 2017

305

Number of students at our largest One-Day Seminar in 2017

1,080

Number of college students inspired at a FEE seminar in 2017

2,193

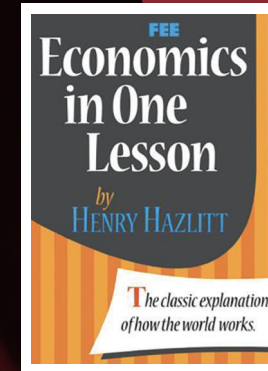
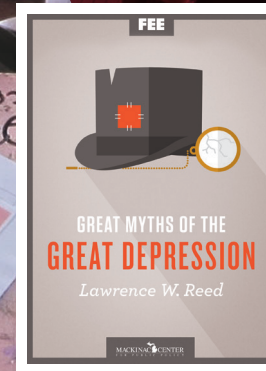
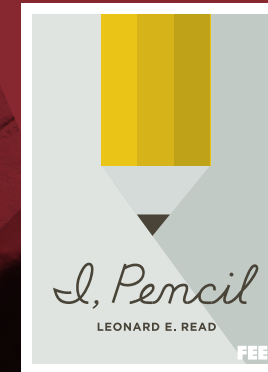
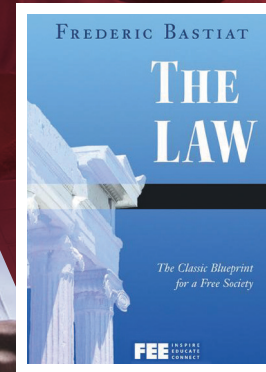
Number of high school students educated at a FEE seminar in 2017

# Classroom **RESOURCES**

## Economics in One Day

FEE's *Economics in One Day* is a 3-5 hour classroom workshop that introduces students to the humane values and ethical principles of free markets, inspiring them to view individual liberty, economic freedom, and personal character as the keys to human prosperity.

Since its introduction in 2016, *Economics in One Day* has educated *over 12,000 students* worldwide and has been translated into nearly *a dozen languages*.



## Classroom Kits

Introduced in 2017, FEE's Classroom Kits are marketed primarily toward high school educators looking for supplementary materials that introduce their students to free-market economics, individual liberty, and personal character.

In the coming year, FEE will distribute 500 Classroom Kits nationwide, each including 50 printed and digital copies of four life-changing texts, as well as lesson plans and study guides.

# Online LEARNING

In 2015, FEE released our first online course, the *Economics of Entrepreneurship*—a 30-hour online course designed to offer high school and college students an in-depth education on the interaction between free markets, individual freedom, entrepreneurship, and personal character.

FEE now offers 10 online courses at no charge that teach economics, law, and U.S. government from a free-market and individual liberty perspective.

## FEE'S ONLINE COURSES

- *Booms & Busts*
- *Economic Principles: Cooperation and Prosperity*
- *Economics in One Day*
- *Economics of Entrepreneurship*
- *Poverty, Prosperity, and Opportunity*

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- *Origins of the American Revolution*
- *The Constitution*
- *The Executive Branch*
- *The Judicial Branch*
- *The Legislative Branch*

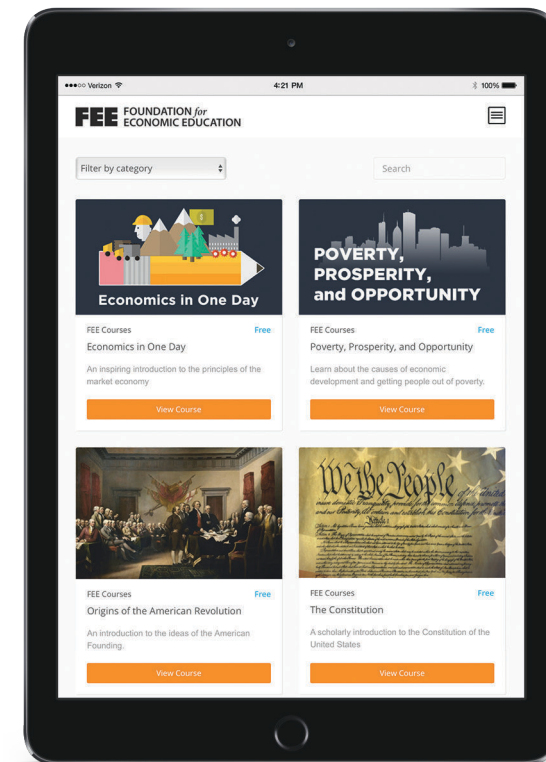


Developed in partnership with Strata Academics in Logan, Utah.

Through the development of new courses and innovative outreach, FEE's online courses have educated

**58,000+**

students worldwide since 2015.



# *FEE.org: The Web's Home for* **FREEDOM**

As one of the the world's most highly trafficked websites for the ideas of freedom, FEE.org presents classic content in a variety of formats, along with new articles that convey timely stories about timeless principles.

In 2017, FEE.org welcomed 7.8 million unique visitors, nearly half of whom are under the age of 30.

FEE's cutting-edge technology allows us to monitor trending topics and articles in real time, and then serve relevant content to visitors instantly.

Access FEE's online library of 100+ eBooks and "Essential Guides," which were downloaded 100K+ times in 2017.

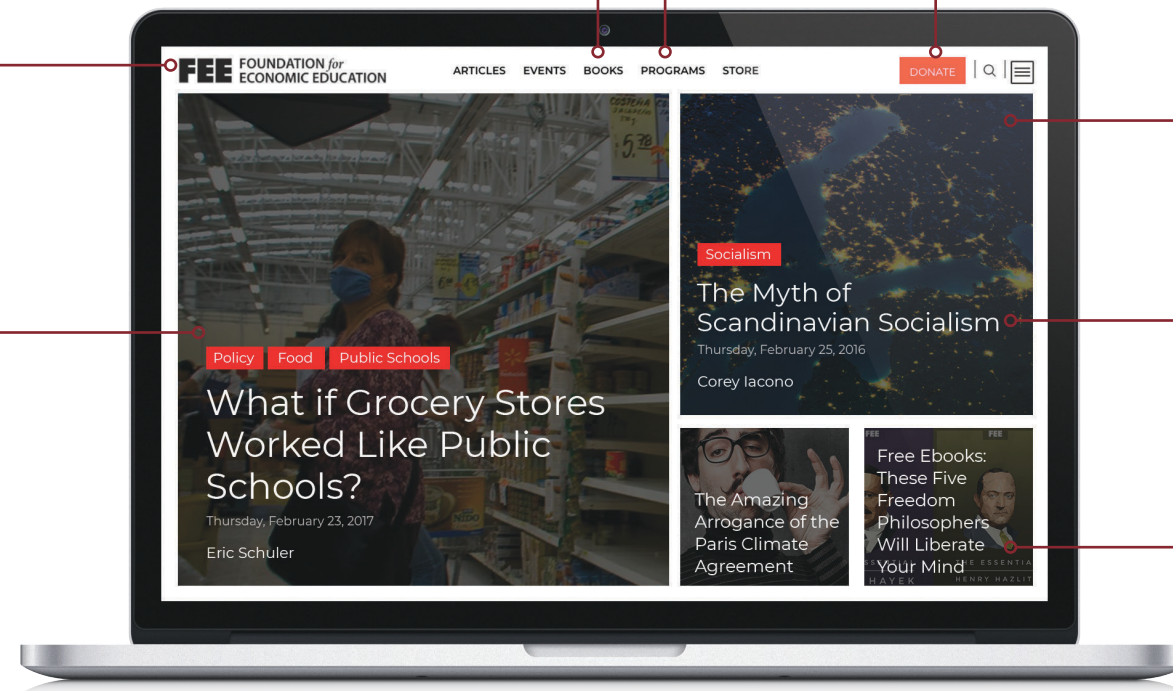
FEE.org visitors can quickly access information for the 50+ student seminars we'll host in 2018.

Through creative online solutions, FEE increased online giving by 27% from 2016 to 2017.

Visitors to FEE.org and social media followers are shown articles suggested by their browsing history and interests

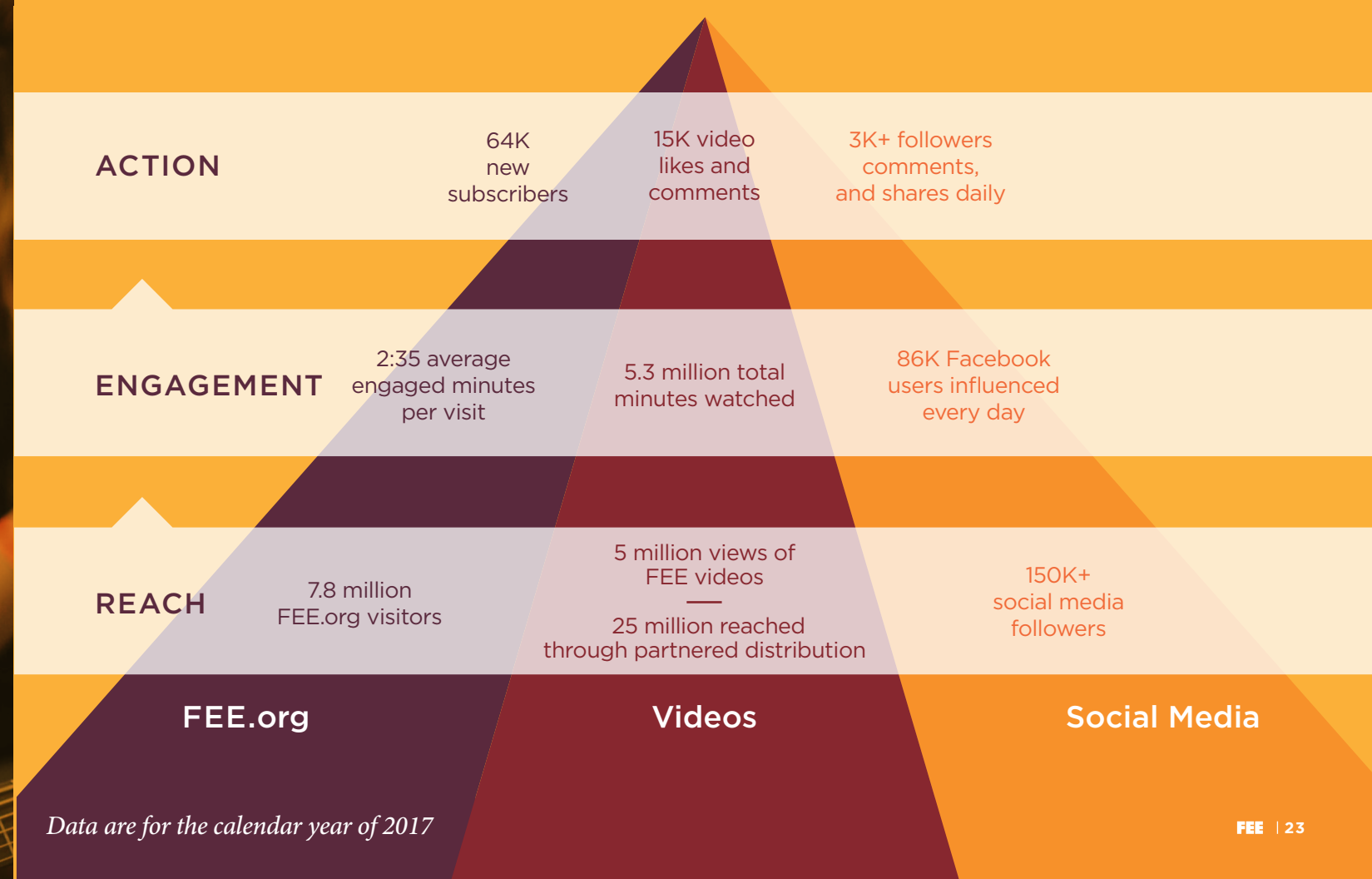
In 2017, FEE.org readers spent an average of 2:35 minutes per visit reading FEE materials.

Over 35% of FEE's traffic comes from social media and 60% of our visitors are new, first-time readers.



## Encouraging Engagement in the **IDEAS**

FEE leverages world-class content, social media expertise, valuable partnerships, and cutting-edge marketing technology to encourage young people to engage with our content in meaningful ways across the web.



Data are for the calendar year of 2017

# YOUTH EDUCATION & AUDIENCE RESEARCH PROJECT

In 2017, FEE began our three-year Youth Education & Audience Research (“YEAR”) project, which combines creative online media with rigorous research to measure the effectiveness of media forms, messaging types, and online distribution strategies on various segments of the youth audience.

Leveraging original market research on Millennials and Generation Z, FEE is focusing on promoting materials to four target segments in order to both encourage engagement in our ideas and gather valuable messaging feedback.

## YEAR’S TARGET AUDIENCES

-  **INDEPENDENTS**, the largest group (29%), are curious and engaged in current events, yet hold a mix of ideological perspectives across economic, social, and military issues.
-  **SECULAR MODERATES** (8%) hold some skepticism of government action without a particularly consistent ideological perspective.
-  **RELIGIOUS MODERATES** (6%) align with many conservative perspectives on social and military issues, but also hold many beliefs in the need for government action.
-  **CONSERVATIVES** (5%) align fairly well with limited government and free-market principles, but they can sometimes lack the deep educational underpinning of these ideas.

In 2017, FEE produced a total of 81 ORIGINAL VIDEOS and 52 AUDIO PODCASTS, watched for a total of 5.3 MILLION MINUTES.



### OUT OF FRAME

Video essays exploring the intersection of art, culture, and philosophy  
Total Views: **1,500,000+**



### STORIES OF LIBERTY

Animated and emotionally-moving short films featuring heroes of liberty  
Total Views: **850,000+**



### COMMON SENSE SOAPBOX

Funny, animated videos analyzing trending issues from a classical liberal perspective  
Total Views: **800,000+**



### HOW WE THRIVE

Powerful short documentaries telling the inspiring stories of women in business  
Total Views: **750,000+**



### LAZY MILLENNIAL

Humorous monthly video blog that navigates the daily decisions and struggles of young people  
Total Views: **500,000+**



### WORDS & NUMBERS

Weekly podcast with commentary on current events from two FEE Faculty Network members  
Total Downloads: **25,000+**

# Audited REVENUE and EXPENSES

As of March 31, 2017, the end of FEE's last complete fiscal year.

## REVENUE

CONTRIBUTIONS & GRANTS:	<b>\$3,911,131</b>
NET INVESTMENT INCOME:	<b>\$860,648</b>
PUBLICATIONS:	<b>\$73,807</b>
OTHER INCOME:	<b>\$66,301</b>
ROYALTIES:	<b>\$42,463</b>
<b>TOTAL REVENUE:</b>	<b>\$4,954,350</b>

## EXPENSES

PROGRAMS:	<b>\$3,486,034</b>
DEVELOPMENT:	<b>\$752,829</b>
MANAGEMENT:	<b>\$213,269</b>
<b>TOTAL EXPENSES:</b>	<b>\$4,452,132</b>



FEE maintains the highest standards of transparency and financial integrity, as rated by GuideStar and Charity Navigator.

# Audited BALANCE SHEET

As of March 31, 2017, the end of FEE's last complete fiscal year.

## BALANCE SHEET ASSETS

INVESTMENTS AND NON-CURRENT ASSETS:	<b>\$7,657,920</b>
CURRENT ASSETS:	<b>\$1,005,292</b>
PROPERTY AND EQUIPMENT:	<b>\$254,387</b>
<b>TOTAL ASSETS:</b>	<b>\$8,917,599</b>
<b>TOTAL NET ASSETS:</b>	<b>\$7,999,292</b>

## LIABILITIES

CURRENT LIABILITIES:	<b>\$768,041</b>
LONG-TERM LIABILITIES:	<b>\$150,266</b>
<b>TOTAL LIABILITIES:</b>	<b>\$918,307</b>
<b>TOTAL NET ASSETS AND LIABILITIES:</b>	<b>\$8,917,599</b>



## BOARD of Trustees

### ROGER REAM

Chairman  
THE FUND FOR AMERICAN STUDIES

### HARRY LANGENBERG

Vice-Chairman  
\*Service ends in June 2018

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THE LYNDE AND HARRY BRADLEY  
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### DAN GROSSMAN

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### JOHN WESTERFIELD

MITSUI FUDOSAN AMERICA

### MICHAEL YASHKO

ROETZEL & ANDRESS

## FEE Staff

### LEADERSHIP

Lawrence W. Reed, *President*  
Richard N. Lorenc, *COO*

### STUDENT PROGRAMS

Tricia Beck-Peter, *Outreach Associate*  
Marianna Brashear, *Curriculum  
Development & Outreach Manager*  
Matt Day, *Conference & Events Manager*  
Ericka Harshaw, *Marketing &  
Communications Manager*  
Anna Jane Parrill, *Program Manager*  
Jason Riddle, *Director of Programs  
& Alumni Relations*

### MARKETING & TECHNOLOGY

Grant Brown, *Digital Projects Manager*  
Jason Kelly, *Data Manager*  
Leisa Miller, *Marketing Coordinator*  
David Veksler, *Director of Marketing*

### FEE.ORG CONTENT

Brittany Hunter, *Associate Editor*  
Jennifer Maffessanti, *Associate Editor*  
Marianne March, *Associate Editor*  
Dan Sanchez, *Director of Content*

### MEDIA

Jaye Sarah Davidson, *Producer & Editor*  
Tim Webster, *Graphic Designer*  
Sean W. Malone, *Director of Media*  
Pavel Rusakov, *Podcast Producer*

### FINANCE & DEVELOPMENT

Carl Oberg, *Director of Finance*  
Luke Phan, *Office Manager*  
Justin Streiff, *Director of Development*

### EMAIL US

If you would like to contact a FEE staff member, you can email him or her by using the person's first initial and last name. For example, LReed@FEE.org.

## FEE in ACTION

- 01 In January 2017, high school students in Sri Lanka participated in an *Economics in One Day* workshop organized by a FEE donor.
- 02 FEE welcomed 76 high school students in July to our three-day *Economics of Entrepreneurship* seminar at Lindenwood University in St. Louis.
- 03 FEE Campus Ambassadors Savannah Lindquist and Christian Newman wave the FEE flag at Wake Forest University.
- 04 Wikipedia founder Jimmy Wales inspires FEEcon's 700 attendees with his personal story of failure and success, and his views on the principles of a free society.
- 05 On October 27th, 2017, FEE hosted our largest ever One-Day Seminar-*The Morality of Capitalism*-for 305 college students at Georgia State University. Pictured, students participate in FEE's Trading Game.
- 06 In 2017, nearly 20,000 individuals across the world attended presentations by FEE leadership. These typically occur on school campuses, and also at conferences, high school graduations, and teacher trainings, among others. Here, FEE president Lawrence W. Reed lectures from the main stage at FreedomFest in Las Vegas.





*Foundation for Economic Education*  
*1819 Peachtree Road NE, Suite 300*  
*Atlanta, Georgia 30309*

FEE.ORG