

FEE

2018

Annual Report



From the President's DESK

Dear Friend of FEE,

FEE's remarkable growth, innovation, and impact of recent years generates questions all the time. The most common one is, "How did you do it?"

I'm quick to say *I didn't*. **We** did it—our team, our trustees, our supporters, our campus ambassadors, our writers, our faculty. FEE is a symphony of indispensable players. We're all on the same page, passionate about our mission and committed to excellence in everything we do.

As you survey this latest annual report, you will see glimpses of a wide array of programs, publications and activities. You may assume we must employ a hundred people. In fact, our staff numbers less than a third of that, a fact which underscores an amazing level of productivity. I think FEE stretches donor dollars like taffy. We may be a non-profit, but we run like a bottom-line, results-oriented, for-profit firm. We measure, we refine, we survey, we experiment. We hire for character and reward for performance.

Last year's impressive results reflect an ongoing focus on three over-arching strategic objectives. We strive to be the best in the business in these areas: knowing our customers, introducing liberty to newcomers as a life philosophy, and leveraging the distribution of our materials through effective partnerships.

We don't simply push paper over the transom and hope it lands in the right spot. We are focused, aggressive, and effective—which has allowed us to grow our impact exponentially these past few years.

We have set our sights on even greater and more impressive growth in 2019—and your support is critical as we make the ideas of freedom familiar, credible, and compelling to the rising generation.

Thank you!



Lawrence W. Reed
President



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The Challenge

FREEDOM FACES

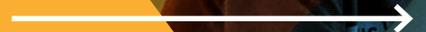


Every year, over 4 million young people reach voting age in the United States. In our schools and universities, they will learn to admire socialism and support the Progressive agenda.

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...



Results in...



Which produces a world with...



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



Free-market politicians



Academic freedom



Free-market think tanks



Principled business leaders



Robust civil society



Free enterprise



Free and flourishing people



Limited government

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

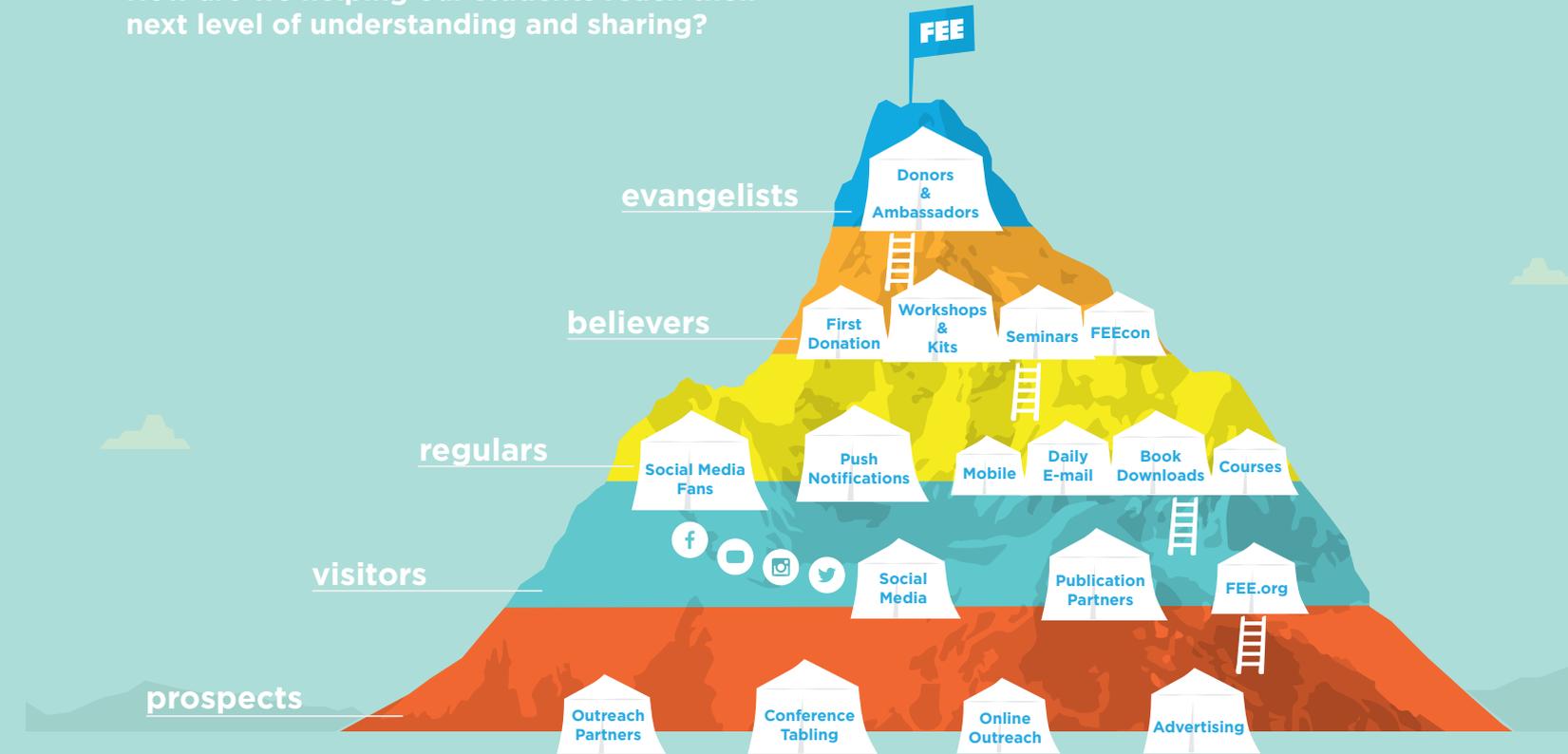
- 1 Student Seminars
- 2 Educational Resources
- 3 FEE.org Outreach
- 4 Online Video Media
- 5 Audience-First Marketing

Mapping FEE's CUSTOMER JOURNEY

Through our suite of in-person, online, and partnered educational outreach programs—coupled with our cutting-edge marketing and technology—FEE guides millions of youth every year along life-changing journeys to discovering freedom as a life philosophy.

We constantly ask:

How are we helping our students reach their next level of understanding and sharing?



Understanding FEE's CUSTOMER JOURNEY

FEE is dedicated to creating valuable experiences and content on the freedom philosophy to newcomers in various stages of their interest and understanding. Our Customer Journey takes these differences into account, offering students what they value now and offering them next steps—both inside and outside of FEE—to become evangelists for freedom.

The Stages of FEE's CUSTOMER JOURNEY

01: PROSPECTS

Potential future Evangelists for FEE who match one of our target outreach markets:

- Attendees at FEE's one-day programs
- Signups at outreach conferences and events
- Viewers of FEE videos and social media posts

02: VISITORS

Potential future Evangelists for FEE who spend time with FEE in-person or online for purposes of curiosity, inspection, research, or entertainment.



03: REGULARS

Potential future Evangelists for FEE who habitually return to FEE with varying frequencies. They take positive actions with FEE, such as subscribing to receive FEE updates, enrolling in our programs, or regularly viewing FEE.org content.

04: BELIEVERS

Potential future Evangelists for FEE who have confidence and conviction in the “Freedom Philosophy” as a guide for living well, both in how we treat others as well as how view ourselves.

05: EVANGELISTS

Voluntary advocates for FEE and the freedom philosophy who actively support FEE's mission and spread FEE's message to cultivate new Prospects and Visitors.

Partnering for SHARED SUCCESS

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



*and member groups



PROGRAM PARTNERS



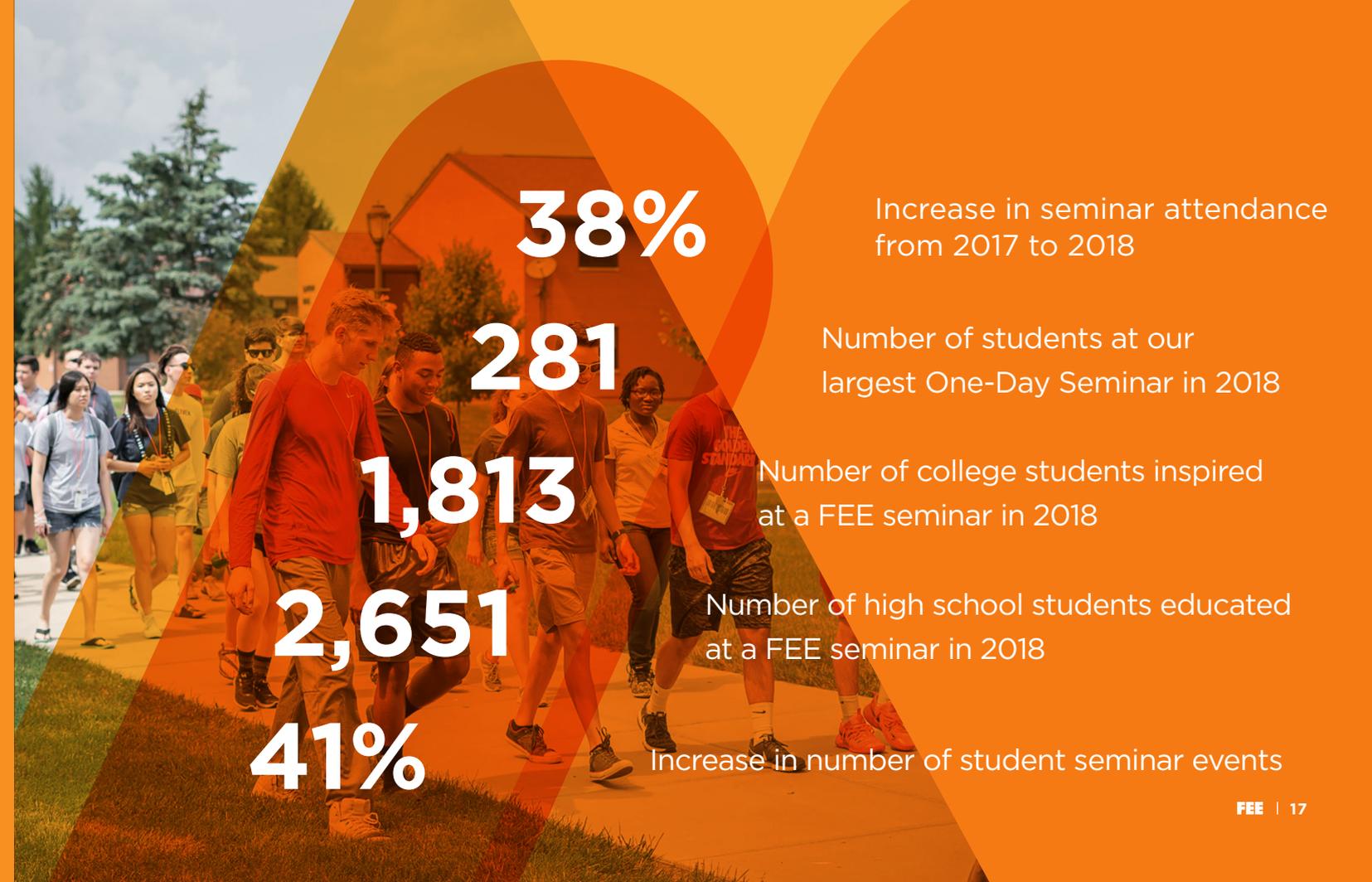
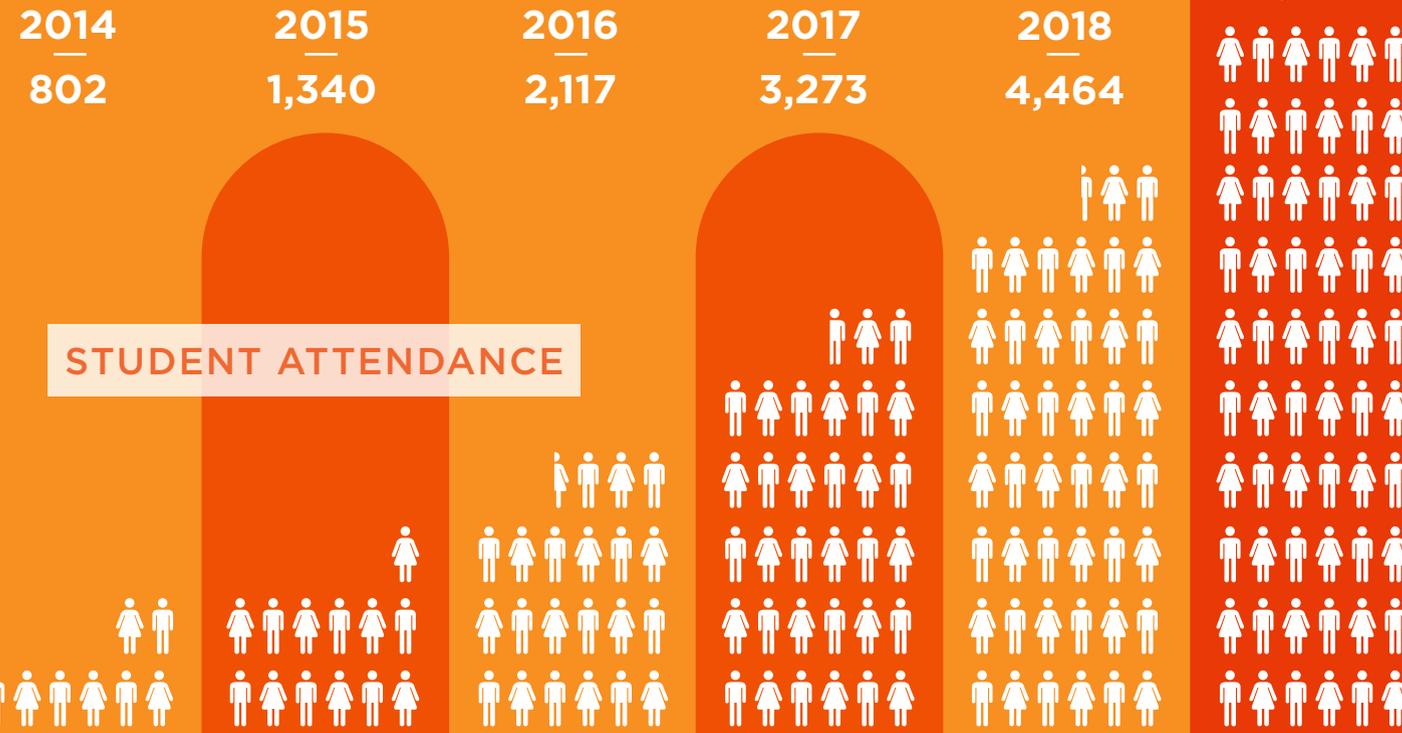
*and member groups



DESTINATION PARTNERS



Student SEMINARS



38%

Increase in seminar attendance from 2017 to 2018

281

Number of students at our largest One-Day Seminar in 2018

1,813

Number of college students inspired at a FEE seminar in 2018

2,651

Number of high school students educated at a FEE seminar in 2018

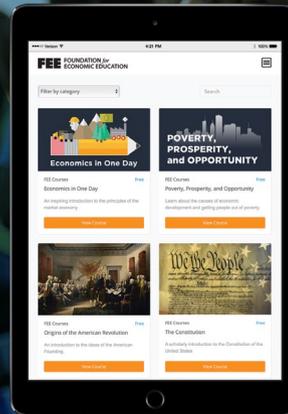
41%

Increase in number of student seminar events

Projected

Educational RESOURCES

FEE provides a wide variety of educational resources, serving classroom teachers and students, youth organizations, and self-directed learners. Our materials present economics and social studies in a manner rarely found in conventional textbooks or classrooms, making clear the central role of freedom in a flourishing society. Visit FEE.org/Educate to learn more.



Economics in One Day

Economics in One Day is a 3-5 hour classroom workshop that inspires students to view individual liberty, economic freedom, and personal character as the keys to human prosperity. Since its introduction in 2016, this workshop has educated over 12,000 students worldwide and has been translated into nearly a dozen languages.

Online Courses

FEE released our first online course in 2015. Today, FEE offers 10 free online courses that have taught over 60,000 students across the world about economics, law, entrepreneurship, and U.S. government from a free-market and individual liberty perspective.

Classroom Kits

Introduced in 2017, Classroom Kits are marketed primarily toward high school educators looking for supplementary materials that introduce their students to the freedom philosophy. In 2018, FEE distributed 495 Classroom Kits nationwide, each including 50 printed and digital copies of four life-changing texts, as well as lesson plans and study guides.

Educational Partners

FEE forges strategic partnerships with a variety of educational organizations to extend our reach into mainstream culture and reach millions more young people. Some of these partnerships include: Boy Scouts of America, Future Business Leaders of America, FreedomTrust, Stossel in the Classroom, National Society for High School Scholars, and Youth Entrepreneurs, among others.

FEE.org: the Web's Home for **FREEDOM**

One of the world's most popular websites for the ideas of freedom, FEE.org publishes timely stories that teach timeless principles, as well as classic works in a variety of digital formats.

In 2018, FEE.org hosted over 9.6 million visitor sessions, nearly half of which were from individuals under the age of 35.

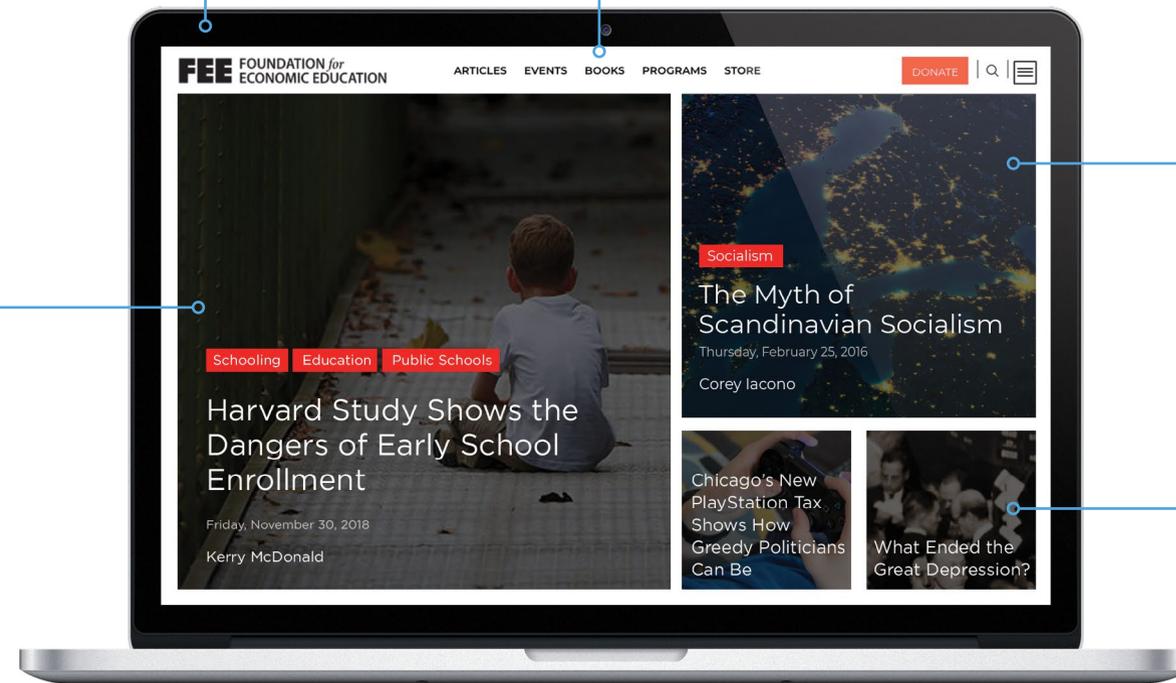
December 2018 was the most trafficked month ever for FEE.org with over 1.1 million users.

FEE's cutting-edge technology and marketing allows us to monitor trending topics and articles in real time, serve relevant content to visitors instantly, and easily guide FEE.org users along our customer journey model.

FEE.org visitors have quick access to FEE's online library of 150+ eBooks and "Essential Guides," which were downloaded nearly 100K times in 2018.

In 2018, FEE.org readers spent an average of 2:20 minutes per session reading FEE materials for over 24M minutes of reading time.

In 2018, over 5.3M of FEE.org's unique visitors were new, first-time users and over 30% of FEE's traffic comes from social media.



Audience-First MARKETING

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



ACTION

39K
new
subscribers

549K comments,
likes, and shares of
FEE videos

17K comments,
likes, shares daily

ENGAGEMENT

2:20 average
engaged minutes
per session

29M minutes watched
of FEE videos

140K+ followers
influenced every day

REACH

9.6 million
sessions from
6.6 million
visitors

25 million views
of FEE videos

264K social media
followers

FEE.org

Videos

Social Media

Data are for the calendar year of 2018

Online Video **MEDIA**

Thanks to a generous grant from The John Templeton Foundation in 2017, FEE has dedicated itself to becoming the most effective messenger for the ideas of liberty across online media, including our audience's preferred channel: online video. FEE's online video program presents ideas in a variety of tones and formats to address our target audiences on the topics and ideas that they care about.

*In 2018, FEE produced **58 VIDEOS** and **201 PODCASTS** that earned **25+ MILLION VIEWS**, were watched for **29+ MILLION MINUTES**, and garnered over **4+ MILLION ENGAGEMENTS**, such as likes, shares, and comments.*



OUT OF FRAME

Video essays exploring the intersection of art, culture, and philosophy

Total Views: **5,100,000+**



HOW WE THRIVE

Powerful short documentaries telling the inspiring stories of women in business

Total Views: **1,500,000+**



COMMON SENSE SOAPBOX

Funny, animated videos analyzing trending issues from a classical liberal perspective

Total Views: **15,400,000+**



WORDS & NUMBERS

Weekly podcast with commentary on current events from Professors Antony Davies and James Harrigan

Total Listens: **2,500,000+**

*New
Video Series
in 2019*



INVISIBLE HANDS

Informative, entertaining videos introducing economics through credible arguments, comedy, and puppets



REVOLUTION OF ONE

Videos designed to inspire young people take control of their life, start a business, and succeed in their career

Audited REVENUE and EXPENSES

As of March 31, 2018, the end of FEE's last complete fiscal year.

REVENUE

CONTRIBUTIONS & GRANTS:	\$5,029,447
NET INVESTMENT INCOME:	\$703,673
PUBLICATIONS:	\$38,183
OTHER INCOME:	\$125,411
ROYALTIES:	\$42,974
TOTAL REVENUE:	\$5,939,688

EXPENSES

PROGRAMS:	\$4,467,045
DEVELOPMENT:	\$951,711
MANAGEMENT:	\$334,158
TOTAL EXPENSES:	\$5,752,914



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

Audited BALANCE SHEET

As of March 31, 2018, the end of FEE's last complete fiscal year.

BALANCE SHEET ASSETS

INVESTMENTS AND NON-CURRENT ASSETS:	\$7,853,277
CURRENT ASSETS:	\$1,080,669
PROPERTY AND EQUIPMENT:	\$235,109
TOTAL ASSETS:	\$9,169,055
TOTAL NET ASSETS:	\$8,186,066

LIABILITIES

CURRENT LIABILITIES:	\$811,749
LONG-TERM LIABILITIES:	\$171,240
TOTAL LIABILITIES:	\$982,989
TOTAL NET ASSETS AND LIABILITIES:	\$9,169,055

BOARD of Trustees

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THE FUND FOR AMERICAN STUDIES

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MICHAEL YASHKO

ROETZEL & ANDRESS

FEE Staff

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Richard N. Lorenc, *Executive Vice President*
Jason Riddle, *Vice President of Programs &
Strategic Operations*

STUDENT PROGRAMS

Tricia Beck-Peter, *Alumni Engagement*
T.K. Coleman, *Director of Entrepreneurial
Education*
Marianna Brashear, *Director of Outreach*
Matt Day, *Conference & Events Manager*
Anna Jane Parrill, *Program Manager*

MARKETING & TECHNOLOGY

Grant Brown, *Project Manager*
Ezra Drake, *Marketing Associate*
Ericka Harshaw, *Marketing and
Communications Manager*
Riadal Hoque, *Web Developer*
Bill Kehr, *Director of Marketing*
Marianne March, *Social Media Manager*
Leisa Miller, *Analytics Associate*
Joshua Sanders, *Analytics Manager*
David Veksler, *Director of Technology*

FEE.ORG CONTENT

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Brittany Hunter, *Senior Writer*
Jennifer Maffessanti, *Associate Editor*
Jon Miltimore, *Managing Editor*
Dan Sanchez, *Director of Content*

MEDIA

Sean Malone, *Director of Media*
Pavel Rusakov, *Associate Producer*
Tim Webster, *Graphic Designer*

FINANCE & DEVELOPMENT

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Zack Huffman, *Annual Giving Manager*
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 FEE President Lawrence W. Reed lectures to 85 high school students as the Three-Day “Morality of Free Markets” Seminar at Cedarville University in Ohio.
- 02 FEE supporter and former Trustee Frayda Levin celebrates FEEcon with Michael Strong and Magatte Wade, both longtime members of the FEE Faculty Network.
- 03 FEE Faculty Network member Jeff Proctor presents to 112 high schoolers at the Three-Day “Think Like an Entrepreneur” Seminar at University of Denver.
- 04 At Vanderbilt University, FEE hosted 89 high school students at our Three-Day “Economics in the Real World” Seminar.
- 05 The 129 high school students at our Three-Day “Leadership in Action” Seminar at Emory University participate in one of the seminar’s interactive sessions.
- 06 At FEEcon 2018, Nelson Nash—a longtime FEE supporter and activist for liberty, free markets, sound money, and the Austrian school of economics—was awarded FEE’s coveted Blinking Lights Award.



01



02

03



04

06



05



06

FEE

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

FEE.ORG

Save the date for the third annual

FEE CON

June 13-15, 2019

Marriott Marquis | Atlanta, Georgia

Register today by visiting FEEcon.org