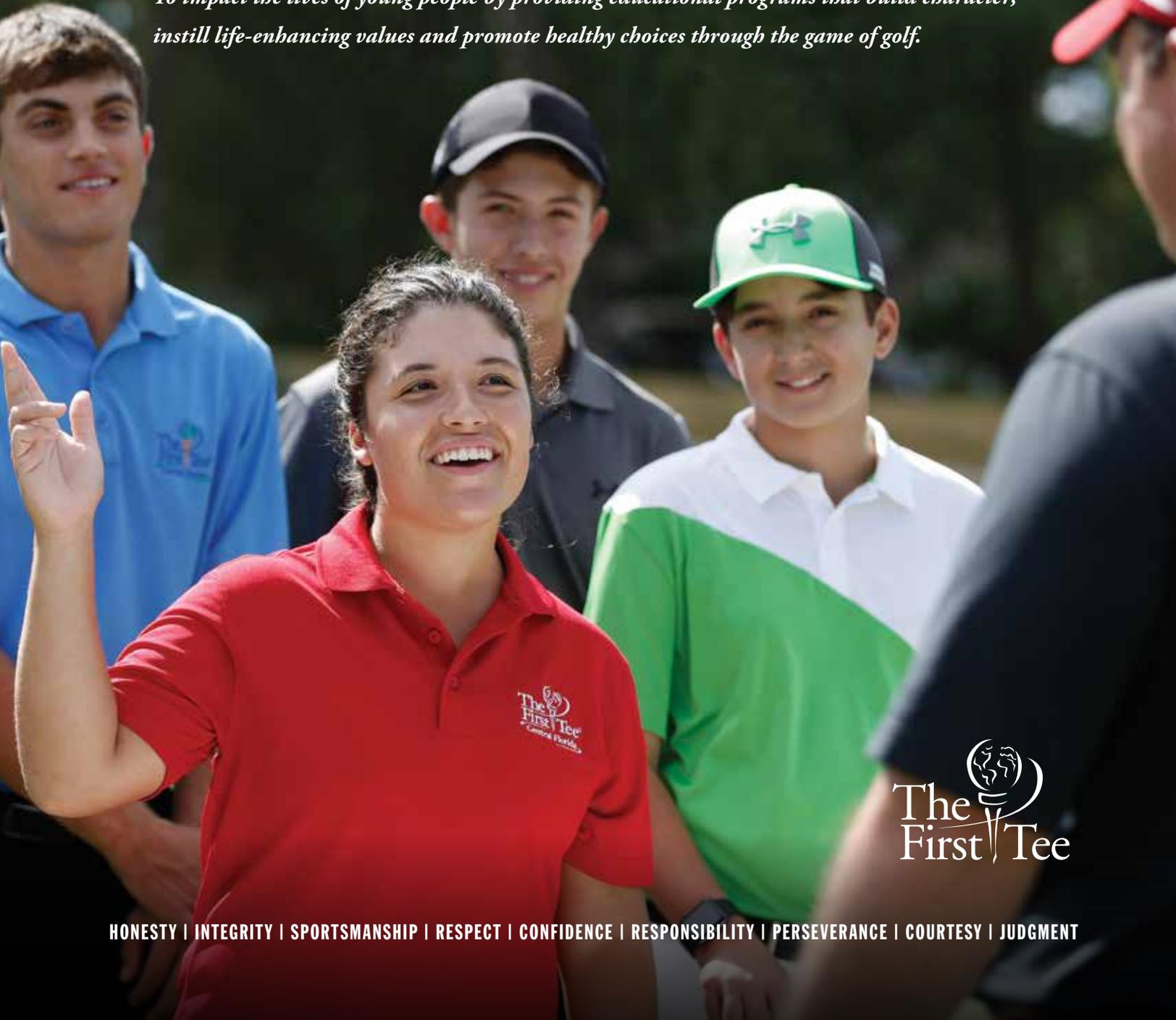


The
First Tee®

Annual Review | 2015

Our Mission

To impact the lives of young people by providing educational programs that build character, instill life-enhancing values and promote healthy choices through the game of golf.



The First Tee
Central Florida

The First Tee

HONESTY | INTEGRITY | SPORTSMANSHIP | RESPECT | CONFIDENCE | RESPONSIBILITY | PERSEVERANCE | COURTESY | JUDGMENT

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From Our Leadership



With more than 11.3 million young people either alone or unsupervised from 3-6 p.m., one in three reaching the age of 19 without having a mentor, and almost 1 in 5 students not graduating high school on time or ever, our focus at The First Tee remains steadfast.

These statistics drive much of what we do every day. We believe the game of golf through The First Tee is playing an important role in helping young people handle the challenges they face today, and become even more prepared for the tests they are sure encounter in their future. And on top of that, they are learning and continuing to play a lifelong game so many of us love.

I am humbled to see the results of a new, third-party research study on our teenage participants and alumni (page 4). They credit The First Tee for helping them understand and demonstrate what it means to be a contributing member of their community through volunteerism. They also credit The First Tee for improving their golf skills, and say they plan to play the sport for life. As we drive toward the goals laid out in our Strategic Plan 2011-2017, including the effort to reach 10 million additional young people with our character-building programs, the research further validates why we are doing what we do.

I am grateful to the many donors and supporters of The First Tee in 2015 and over the years. We believe all young people should have access to safe places with caring adults who help them grow socially, emotionally and academically. Thank you for helping make that a reality.

I am also proud of and grateful for our passionate and driven chapter leaders, coaches, volunteers, physical educators and youth leaders who are dedicated each and every day to bringing The First Tee to life. It's more than a game.

Sincerely,

A handwritten signature in black ink, appearing to read "Joe Louis Barrow, Jr.".

Joe Louis Barrow, Jr.
Chief Executive Officer, The First Tee



As The First Tee closes in on its 20th anniversary in 2017, I am reminded of how far the organization has come. In many ways its growth and demonstrated success has made it an integral part of the golf landscape and beyond. It has exceeded my expectations, and yet has its sights on much more.

I am also proud of the organization's accomplishments in 2015, and especially delighted to see the results of the research study. There is little doubt the game of golf has a great opportunity to make a mark on one's life, and I'm pleased to see the teenage participants and alumni are benefiting from their involvement in The First Tee.

As I travel, I am always impressed by the young people in The First Tee I meet, how they carry themselves and how it's clear they have a passion for making their chapters and communities even better. Thank you to the thousands of volunteers who support The First Tee chapters, from coaches to board members. Much like our professional tournaments, the chapters simply would not exist without your dedication.

I also want to thank the many individuals, foundations and corporations who have made the important decision to assist The First Tee's work. Because of your support, millions of young people are learning the values of confidence, respect, responsibility and perseverance—and the game of golf.

Sincerely,

A handwritten signature in black ink, appearing to read "Timothy W. Finchem".

Timothy W. Finchem
Board Chair, The First Tee
Commissioner, PGA TOUR



MILESTONES in 2015

**4.7
MILLION**

Bringing our Programs to Youth

In 2015, The First Tee reached more than 4.7 million young people through our three primary programs: The First Tee Life Skills Experience (chapters); The First Tee National School Program (elementary schools); The First Tee DRIVE (after-school partnerships).

1,290

Outreach Programs

Extended in-school and after-school programs to more than 1,000 additional elementary schools and 290 youth program partners.

350

Advancing Teens

More than 350 teenagers received the opportunity to expand their leadership and golf skills by participating in one or more of the 12 events across the country hosted by the home office.

86

College Scholarships

The home office administered 86 college scholarships with a total value of more than \$224,000.

40

STEM (Science, Technology, Engineering and Math)

Thanks to Founding Corporate Partner Shell Oil Company, The First Tee STEMLinks is now being delivered by 40 chapters as part of The First Tee Nine Healthy Habits.

+

Research Results

Third-party survey provided teenage and alumni perspective. Both groups credit The First Tee (and their coaches) for being better students, giving back to their community and playing more golf (page 4).

Good Golfers. Better People.

What our teens and alumni are saying

We know from a four-year independent research study¹ that youth at The First Tee learn and improve life skills as they progress through the Life Skills Experience, the program delivered by trained coaches at chapters. To further understand the influence of our program, we looked at how our teens and alumni perform as well as what the lasting impact is for alumni.

Here are the results of a new research study by The Springfield College Center for Youth Development & Research² conducted in 2015. The research examined the acquisition of life skills as well as the quality of coach/participant relationships. The research methodology included using the Coach Athlete Relationship Survey, which is a valid and reliable instrument, as well as qualitative interviews with teens.

On the Course

- **96%** of teens and **90%** of alumni said their golf skills improved through The First Tee.
- **83%** of teens and **90%** of alumni consider themselves lifelong golfers.
- **50%** of alumni hold a USGA handicap and play an average of 58 rounds per year (18- and 9-hole rounds).

Off the Course

- Teens and alumni indicated their use of life skills improved—including self-management, interpersonal skills, setting goals and resilience—as they went through the program.
- **84%** of teens and **85%** of alumni credit the program with helping them become better students.
- **91%** of alumni were involved in community service while in The First Tee and **72%** continued after college (compared to the 22% of all youth 16-24 who reported volunteering in a 2014 survey³)

Coaches Make the Difference

- Learning life skills starts with the curriculum, and the mentoring relationship with coaches make those skills stay with them. Teens and alumni say The First Tee coaches empathize, challenge, advocate and provide a gateway to new people and experiences.
- The First Tee coaches have high expectations, but unlike other coaches, the focus isn't just about the score or winning. Coaches focus more on learning and personal improvement than performance.

“The First Tee has allowed me to use golf as a sport to keep moving forward. I have used everything The First Tee has to offer and it has made me a better person.”

– teenage participant

¹ “Longitudinal Effects of The First Tee Life Skills Programs on Positive Youth Development”, 2005-2008, University of Minnesota, Maureen R. Weiss, Ph.D.

² “A Lasting Impact: The First Tee’s Role in Fostering Positive Youth Development”, 2015, Springfield College Center for Youth Development and Research

³ U.S. Dept. of Labor: <http://www.bls.gov/news.release/volun.nr0.htm>

State of THE FIRST TEE

12.2 Million

Young people reached since 1997



20,000

Chapter Volunteers
(including board members)



8,000

Elementary schools

3,700

Active coaches trained in positive youth development



1,200

School districts



700+

Youth partner locations
(the Ys, Boys & Girls Clubs, after-school programs)

67%

Of goal met to reach 10M young people between 2011 and 2017



1,080

Golf locations delivering The First Tee Life Skills Experience



48%

Ethnic diversity of young people at chapters



38%

Girls involved at chapters



3

International chapters
(Vancouver, Canada; Japan; New Zealand)

Meet Our Ace:

Alexandra Batista

The First Tee has meant much more than golf for the Batista family. For Alexandra and her parents, Carlos and Lilibette, the game provided a window into a new life when they moved from Puerto Rico to Texas.

Carlos, a physical education teacher at W.J. Turner Elementary School in Fort Worth, Texas, stumbled upon golf by accident, buying a set of clubs at a garage sale. When Alexandra was just 2, she would walk with her father and help him pick up golf balls as he practiced. By four, she was playing and Carlos soon connected her with The First Tee of Fort Worth.

Today, Alexandra has reached the pinnacle of The First Tee participation: Ace certification.

“I wouldn’t be the person I am today if I were not introduced to this program that has given me so much,” Alexandra says. “My character has been impacted in a way that I feel more confident and comfortable when I am in any situation.”

For Carlos, The First Tee has been about inclusion.

“They treated us like we were family members,” he said. “The core values of The First Tee were kind of a tool for me as a parent. I will help the program as long as I can.”

Hoping to pay it forward to his students, Carlos was instrumental in bringing The First Tee National School Program into his school’s physical education curriculum. He has been trained by The First Tee to deliver the National School Program where

more than 500 students annually benefit from the character education and values introduced through the program.

Because of golf, Alexandra has received a scholarship to Stephen F. Austin University in Texas where she will start in the fall.

“Golf is a game of opportunities so I know that if one door closes another will soon open,” she says. “I plan on playing golf well after college because I know I still have so much more to learn through the game.”

Truly, it seems as if she has already learned so much.

To learn more about Ace-level certification, visit thefirsttee.org/ace.



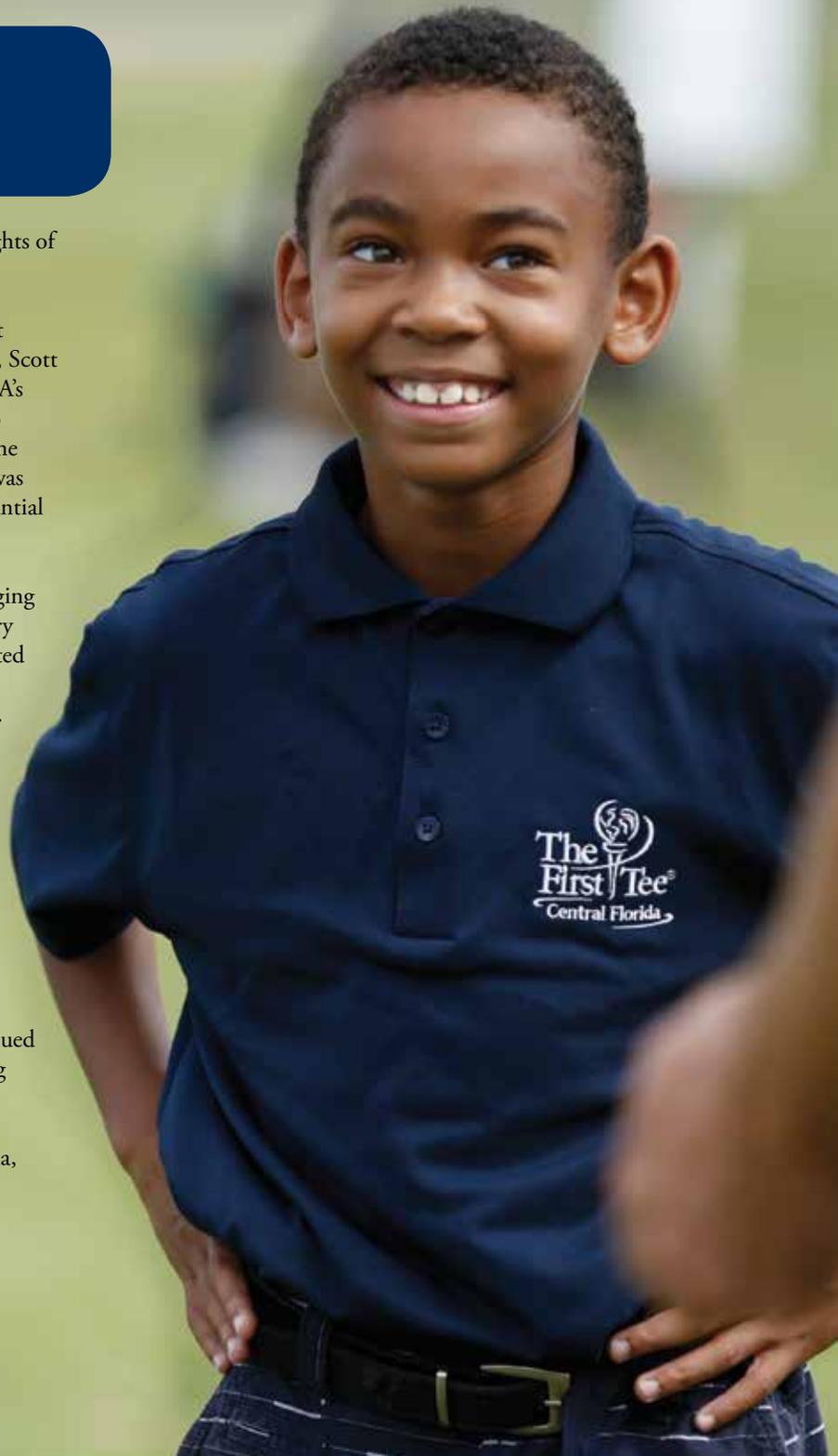


PARTNERING

to Tell Our Story

Awareness of The First Tee continues to grow. Here are highlights of how our partners helped us tell our story in 2015:

- A new Public Service Announcement (PSA) campaign that featured PGA TOUR players Rickie Fowler, Sergio Garcia, Scott Langley (The First Tee alumnus), Jimmy Walker, and LPGA's Paula Creamer hit the airwaves early in the year. Thanks to PGA TOUR's continued commitment, significant PSA time during tournament telecasts (CBS, NBC, Golf Channel) was provided. Also, PwC, a Trustee since 2000, donated substantial commercial time during THE PLAYERS Championship.
- Thanks to Southern Company, the Education Patron bringing The First Tee National School Program to 1,000 elementary schools in communities it serves, The First Tee was promoted on NPR.org and PBS.org as part of a digital campaign to build awareness of our impact and encourage involvement.
- In 2015, The First Tee network's digital footprint grew more than 62%. Wells Fargo and Under Armour, among many other corporate partners, helped build our awareness through social media.
- Traffic to thefirsttee.org grew more than 75%, in part due to promotion on pgatour.com and leveraging Google Ads from a Google Grant.
- Golf Channel, The First Tee's Proud Media Partner, continued their support through 47 editorial segments, mostly during Morning Drive and Golf Central.
- The home office secured other publicity and donated media, including in the Wall Street Journal, Sports Illustrated and Conde Nast/Golf Digest publications.





Creating Depth & Sustainability

At The First Tee, we encourage youth in our programs to set ambitious goals and aim for their dreams. We also model this within our organization.

In 2011, The First Tee set out on one of its biggest initiatives to date: reaching 10 million additional young people by 2017. To accelerate this goal, Legacy Partner Johnson & Johnson made a commitment to strengthen our chapters' impact in their communities through a three-year matching grant program.

The First Tee Chapter Matching Grant Program allowed chapters to earn up to \$1 for every \$2 raised over three years. Almost all chapters participated in the program, which resulted in the number of unique donors to The First Tee chapters growing from 33,000 donors in 2011 to more than 92,000 in 2015.

"Johnson & Johnson's decision to sponsor The First Tee Chapter Matching Grant Program was a major opportunity for our network," said Joe Louis Barrow, Jr., chief executive officer of The First Tee. "Every donation made to a chapter matters and increases the chapter's ability to impact, influence and inspire young people in their community now and in the future."

Across the nation, chapters turned dollars into something much greater. Thanks to the dedication of our chapter leaders as well as our generous donors and corporate partners like Johnson & Johnson, we are getting closer to achieving our goals.

Johnson & Johnson
Strengthening The First Tee's Impact in Communities

The First Tee of Greater Dallas

The First Tee of Greater Dallas has quadrupled its program locations to 23 facilities—and is still growing!—with help from the grant program. By tripling its staff size, the chapter impacts even more young people, increasing participants from 16,000 to 55,000.

The First Tee of South Central Wisconsin

Funds from the grant helped the chapter build a 1,000-square-foot Learning Center and a new after-school tutoring, recreation and character development program. Schools in the community are seeing increased attendance, improved math scores, homework completion and most importantly, behavioral demonstration of life skills taught through The First Tee.

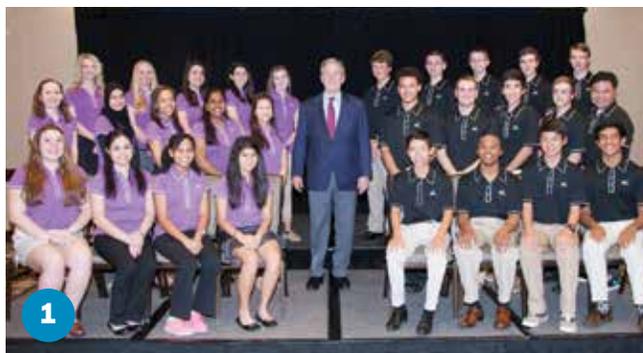
The First Tee of Central Arkansas

For 130 youth in Central Arkansas, the Chapter Matching Grant Program means new opportunities. Through these funds, the chapter was able to offer free classes specifically for young people with disabilities and granted additional scholarships to 100 children to participate in the Life Skills Experience.

Developing Leaders Through...

1 March

Outstanding Participant Leadership Summit attendees with The First Tee Honorary Chair President George W. Bush in Dallas, Texas.



2 May

Grace Vaughan, with The First Tee of Spartanburg & Cherokee Counties, won the Wells Fargo Succeeding TogetherSM contest and chose to play a round with PGA TOUR champion Rory McIlroy before the 2015 Wells Fargo Championship in Charlotte, N.C.



3 May

Four Scholars of The First Tee were selected to attend PwC's Executive Forum during THE PLAYERS Championship at TPC Sawgrass in Ponte Vedra Beach, Fla.



4 June

The First Tee Par-3 National Championship in Richmond, Va. brought 32 participants together from 29 chapters across the country.

5 June

The First Tee Training Program at International Junior Golf Academy (IJGA) in Hilton Head, S.C.

6 July

The First Tee Life Skills & Leadership Academy in Blaine, Minn. played host to 96 teenagers.

...Participant Opportunities



7 July

The First Tee PLAYer Advanced Academy brought 24 teens to Reno, Nev.

8 September

Five teens were selected for the Coca-Cola America's Future in Atlanta, Ga.



9 September

At the Nature Valley First Tee Open at Pebble Beach, Champions Tour player Mark O'Meara and Jack Avritt from The First Tee of Central Coast were the Pro-Junior Winners.

10 October

Auntie Anne's Leaders & Entrepreneurs Forum at Walt Disney World Resort in Orlando, Fla.



11 October

RBS Achievers of the Year Awards at TPC Sawgrass in Ponte Vedra Beach, Fla.



Champions for Character in Schools

Ruskin Elementary School in Waycross, Ga. started delivering The First Tee National School Program during the 2014–2015 school year under the direction of Principal Kathy Stevens.

“The school, like all others in Ware County, has always had a character education program,” said Paige Coker, Ed.S., director of special projects and preK-5 curriculum for Ware County Schools. “What’s different about The First Tee Nine Core Values is we consistently and authentically put those concepts into practice for the students, rather than having their exposure be contained to one week of the year.”

Instructional Coach Janna Jones and Physical Educator Danny Varnadore are seeing a marked improvement in Ruskin students’ behavior, particularly in grades 4 and 5. They attribute this change to The First Tee Nine Core Values. “I incorporate them into every sport we teach now,” said Varnadore.

Students are receiving multiple exposures to these concepts and the impact is showing in their interactions with each other, not only during P.E., but throughout the school environment. The teachers encourage the students to display the same core values in the classroom as they do in P.E., and even at home, too.

“We appreciate the support and generosity of Southern Company and Georgia Power in sponsoring our involvement,” Coker added. “Thank you for giving our students skills that will carry them far in life.”

Physical educators at Ruskin Elementary School have encouraged their students to use the Nine Core Values throughout their life when:

- they are tempted to be deceptive (Honesty) but they choose the difficult high road rather than the all-too-easy road (Integrity)
- they congratulate an opponent on his/her win, whether that’s in a boardroom or the backyard (Sportsmanship)
- they value others’ perspectives by listening without reaching premature conclusions (Respect)
- they square their shoulders and walk into their first interview (Confidence)
- they stand up for themselves or for someone who is being mistreated (Responsibility)
- they brush themselves off and try one more time after one of life’s good licks (Perseverance)
- they choose to show kindness to ‘the least of these,’ expecting nothing in return (Courtesy)
- they take a chance that pays off in a mighty way, perhaps impacting your children or grandchildren (Judgment)

Building Momentum for the Future

“This was my first Network Meeting and it was amazing to meet others from across the country and share stories,” said a chapter board member. “I now want to be even more involved with my chapter. I truly enjoyed the breakaway sessions and the information I gained regarding board member governance.”

In March, The First Tee network swung into Dallas, building momentum for the largest event in our history. The First Tee Honorary Chair, President George W. Bush, kicked off the meeting, welcoming more than 850 chapter leaders to his home state of Texas. Over the next few days, a parade of compelling and accomplished speakers inspired us all to take The First Tee’s important work to the next level.

Throughout the meeting, network leaders united around best practices, built relationships and engaged in rich educational sessions focused on topics around programming, fundraising, communication strategies and reaching at-risk youth.

Held in conjunction with the Network Meeting was The First Tee Outstanding Participant Leadership Summit made possible by the Mackenzie Family Foundation. Twenty-eight teens were selected to attend this interactive and educational event where they developed and honed skills to become leaders in their chapters, schools and communities. Additionally, they shared their ideas in a once-in-a-lifetime private Q&A with President Bush.

Far-Reaching Impact

- **90 hours of education** over three days
- **48 educational classes**
- **25 teachers, trainers and sponsors** gathered to interact and learn practical strategies for delivery of The First Tee National School Program and The First Tee DRIVE
- **8 teens** who demonstrated exemplary achievement in academics, community service, chapter involvement and leadership were awarded college scholarships, courtesy of The First Tee Founding Corporate Partner Shell Oil Company





Learning Never Stops

Seek challenging tasks, develop new skills and foster continuous learning—these philosophies are ingrained in our programs for participants and at all levels of our organizational culture. At The First Tee, we invest deeply in providing professional development and training for the adults who lead chapters and interact with young people. We think adult education is critical. Here’s why:

1. Sets an example to youth.

The First Tee Coach Philosophy is founded on empowering young people to take ownership of their learning. Chapter leaders and coaches demonstrate this idea when they invest in their own professional education.

2. Platform for exchanging resources to enhance local programs.

As part of The First Tee’s adult education, chapter leaders focus on maximizing the positive impact on young people. Attendees of in-person educational classes share best practices and hear from informative and inspiring speakers.

3. Results in positively impacting more young people.

We are “Building Momentum” (the theme for our 2015 Network Meeting) for continued growth and impact in communities. Chapters, schools and other youth-serving organizations are ready to expand The First Tee’s efforts as our network strives to reach an additional 10 million young people by 2017.



Investing in our Leadership

In 2015, education was provided and courses were taken—in person and through eLearning—by chapter leaders including board members, executive directors, program directors, coaches and volunteers, as well as physical educators and youth leaders.

In-person hours offered.....	929
In-person attendance	2,531
eLearning total hours.....	45,580
eLearning courses completed.....	10,619

Providing Leadership

How The First Tee home office serves chapters

Strategic Direction

Provides overall vision and focus; sets the stage for expansion and evolution of the organization.

Programs, Curriculum & Research

With guidance from experts in positive youth development, sport psychology and physical education, develops and provides innovative curricula and programs for participants; commissions third-party research on programs to understand efficacy and opportunities to improve.

Adult Training & Professional Development

Develops and partially subsidizes the cost of a multi-year development track for coaches, as well as in-person and online training for chapter leadership, physical educators delivering The First Tee National School Program and youth leaders providing The First Tee DRIVE.

Branding & Promotion

Manages and promotes The First Tee brand nationally including Public Service Announcement campaigns; provides consultation, resources and materials in support of chapters' branding, public relations and marketing efforts.

Financial Support

Supports chapters' fundraising efforts by directly and indirectly providing financial support through grants, Trustee and major gifts, Outreach sponsors and corporate partner donations and discounts.

Operational Standards

Establishes standards and measures development, operation and growth of chapters to ensure performance is consistent with The First Tee brand promise; develops techniques to assist chapters with planning and performance measurement.

Shared Technology Platforms

Implements technology platforms network-wide in areas where shared systems help drive a standard of operation and tracking efficiencies, including website and participant database.

Thought Leadership & Shared Knowledge

Shares data, research, network insights and best practices year-long; provides thought leadership and networking opportunities through peer-to-peer referrals and in-person platforms including biennial Network Meeting and other educational gatherings.

Home Office Participant Opportunities

Hosts a dozen national participant events to provide young people the opportunity to enhance their leadership skills as well as their golf and life skills.

THE FIRST TEE HOME OFFICE OPERATING REPORT

Unaudited | year ending December 31, 2015

| amounts in 000's

Revenue

Founding Partners	\$3,020	14%
Corporations	3,215	15%
Trustees	13,829	63%
Individuals & Other	1,881	8%

TOTAL **\$21,945**

Expenditures

Support and services for chapters, Life Skills Education, The First Tee National School Program, The First Tee DRIVE and military children	\$8,747	42%
Designated Funds to Chapters	7,660	37%
Fund-raising	1,907	9%
Administrative	2,137	10%
Capital	310	2%

TOTAL **\$20,761**

BEGINNING CASH RESERVE **\$10,811**

ENDING CASH RESERVE **\$11,995**



Founding Corporate Partner



Legacy Partner



THE FIRST TEE BOARD OF DIRECTORS

Timothy Finchem
The First Tee Board Chair
Commissioner, PGA TOUR

Christie Austin
Greenwood Village, Colorado

Ron Cross
Senior Director, Corporate Affairs
Augusta National Golf Club

Marty Evans
Rear Admiral (Retired)
United States Navy

Peter Foss
General Electric (Retired)
Charlotte, N.C.

Robert E. Long, Jr.
Owner
Granville Capital, Inc.

Tim Mullen
President
Mullen Family Foundation

Christopher Normyle
Manager,
Sponsorships & Events
Shell Oil Company

Jin Roy Ryu
Chairman & CEO
PMX Industries

Michael E. Sneed
Vice President,
Global Corporate Affairs
Johnson & Johnson, Inc.

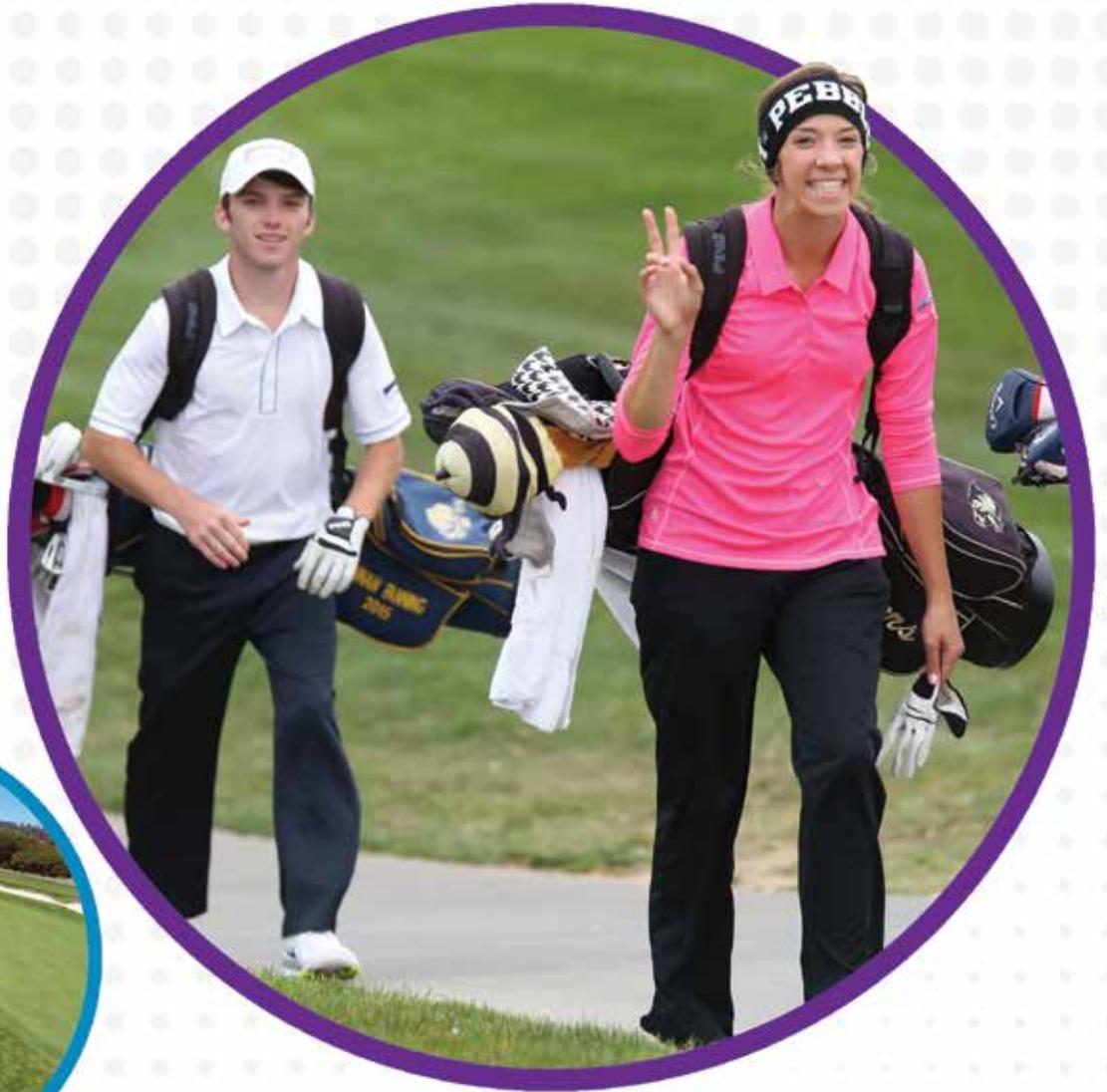
Bryan Stevenson
Executive Director
Equal Justice Initiative

Fred T. Tattersall
Chairman
1607 Capital Partners LLC

Susan Trees
Washington, DC

Christopher Womack
President, External Affairs
Southern Company

Allen Wronowski
Honorary President,
PGA of America



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Follow our impact:     