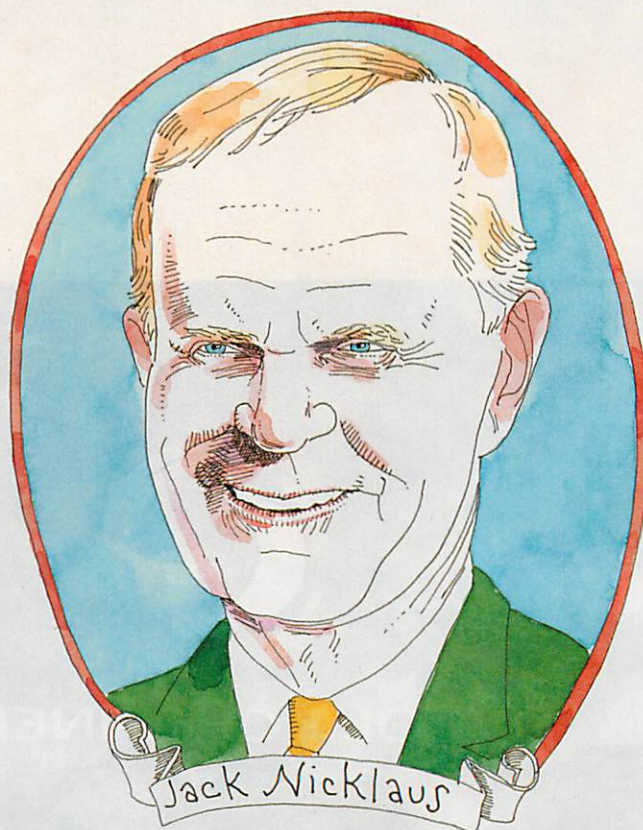


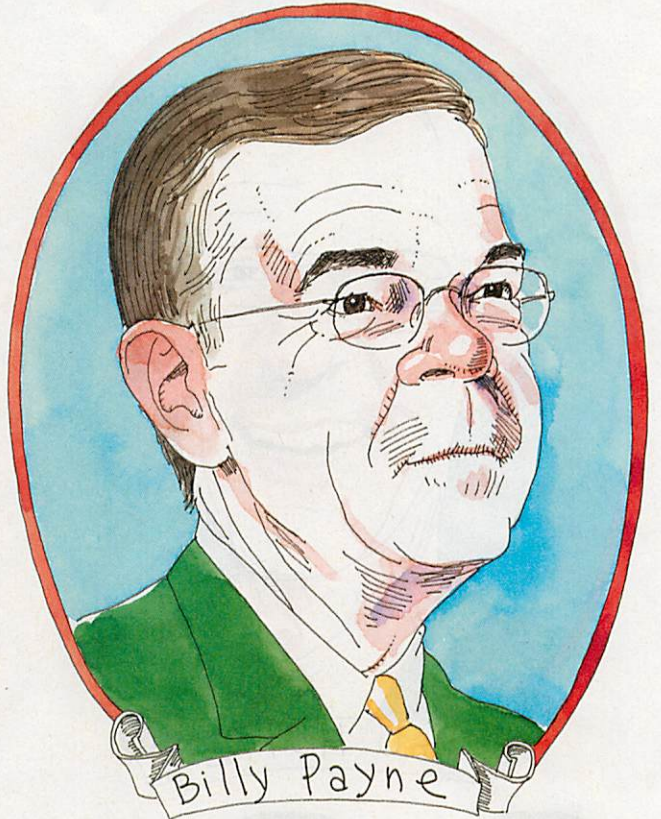


The **Green Jacket** Fraternity



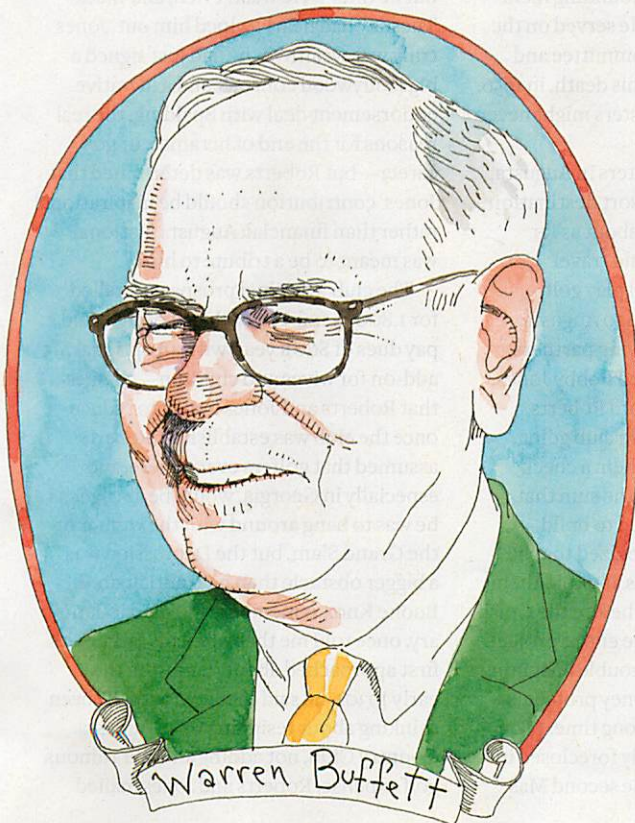


Dwight Eisenhower



Billy Payne

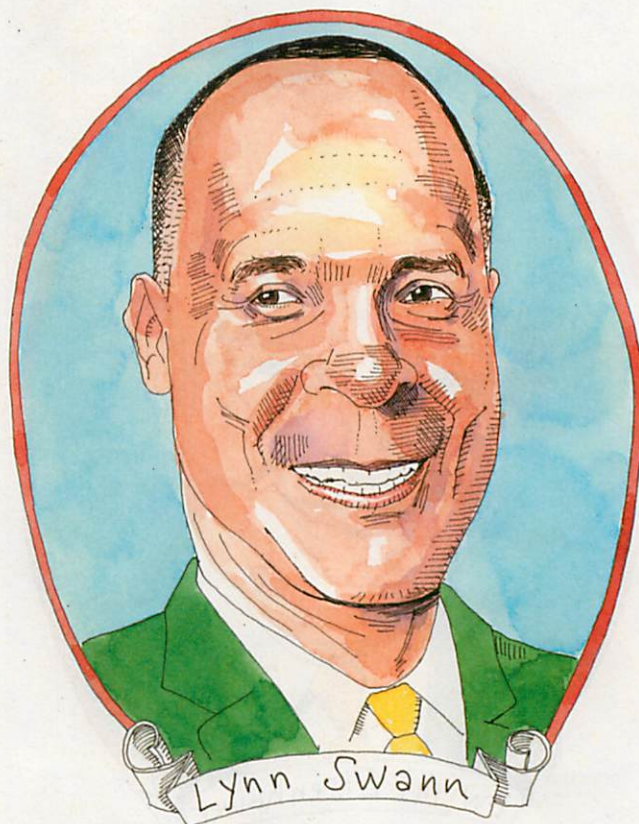
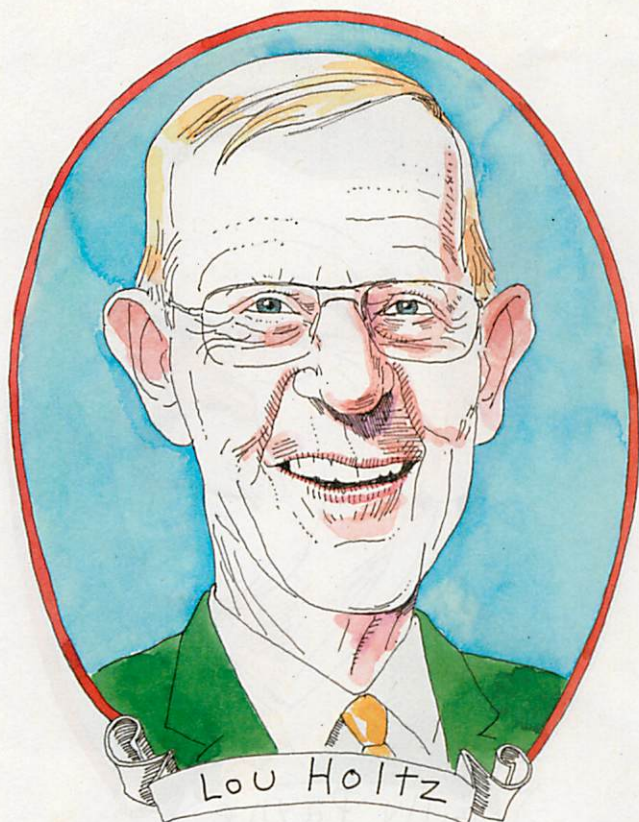
IT'S HARD TO BELIEVE THAT AUGUSTA NATIONAL ONCE HAD TO BEG FOR MEMBERS, EVEN AT JUST \$60 A YEAR BY DAVID OWEN



Warren Buffett



Bill Gates



H

HORTON SMITH won the first Masters, in 1934, and he won again in 1936. Two and a half years after that, he got married in the little Connecticut town where I live, 90 miles north of New York City. The legendary golf hustler Titanic Thompson attended the wedding and gave a \$10 tip to a local kid who, once he'd become an old man, sometimes played golf with me. Smith's bride was Barbara Bourne, whose parents owned a 40-room weekend house here. (Her late grandfather had been a president of the Singer Sewing Machine Co. He owned a 110-room summer place on Long Island, a 28-room castle on the St. Lawrence Seaway, and the entire first floor of the Dakota apartment building, in New York City.) Barbara's father was Alfred Sev-

ONE FOURSOME WAS OFFERED A

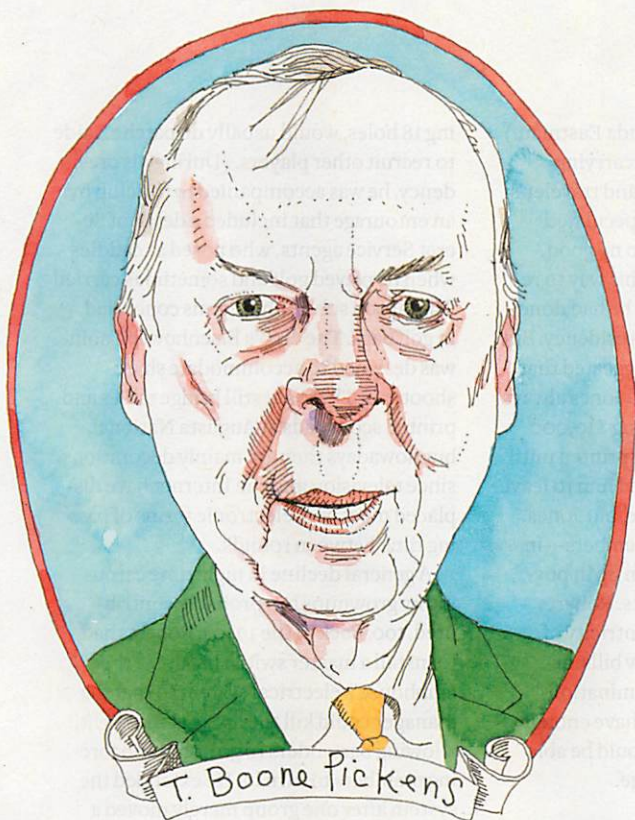
erin Bourne, who, in addition to being the 1934 men's champion of my town's little nine-hole golf club, was a founding member of Augusta National. He served on the five-man Organization Committee and was a vice president until his death, in 1956. Without him, the first Masters might never have been played.

The Bournes spent winters in Augusta, which was popular as a resort destination partly because it was just about as far south as a New Yorker could travel overnight by train and still play golf on arrival. Alfred belonged to Augusta Country Club, and his playing partners there occasionally included Bobby Jones. In 1931, as Jones and Clifford Roberts were trying to get their own club going, next door, Bourne wrote them a check for \$25,000—a quarter of the sum that Roberts figured they'd need to build their course. Bourne apologized that he couldn't be more generous and told them that if they'd come to him before the Crash he'd have underwritten the entire project.

A modern golf fan has trouble imagining Augusta National with money problems, but it had them, and for a long time. (The club's bondholders actually foreclosed in 1935, eight months after the second Mas-

ters.) Roberts worked on Wall Street, and it's often said that he "financed" the club, but he didn't: He wasn't rich, and Black Tuesday had nearly wiped him out. Jones truly was wealthy—he had just signed a big Hollywood contract and a lucrative endorsement deal with Spalding, the real reasons for the end of his amateur golf career—but Roberts was determined that Jones' contribution should be inspirational rather than financial: Augusta National was meant to be a tribute to him.

The club's original prospectus called for 1,800 members, each of whom would pay dues of \$60 a year, with an optional \$15 add-on for wives and children—charges that Roberts and Jones hoped to reduce once the club was established. Roberts assumed that golfers everywhere, and especially in Georgia, would be as eager as he was to hang around with the winner of the Grand Slam, but the Depression was a bigger obstacle than he'd anticipated. Boone Knox, a member who died in January, once told me that when his father was first approached about joining, in the early 1930s, he said that he'd actually been thinking about resigning from Augusta Country Club, not adding another ruinous golf expense. Roberts and Jones mailed



SHARED MEMBERSHIP AT \$96.25 APIECE. THEY DECLINED.

thousands of solicitations—in which Jones promised to “give liberally of my time to the Club”—and they hired traveling promoters to sell memberships. Yet, during the three years between the club’s founding and the first Masters, just 76 men signed up—1,724 short of the goal. (Today, the club has about 300 members.) Roberts suggested to one balking foursome that they share a single membership, by splitting the initiation fee four ways (\$96.25 apiece). They declined.

GENEROSITY, STINGINESS & \$10,000 BILLS

BY THE LATE 1950S, the club and the tournament and the country as a whole were securely in the black, and in 1962 Roberts felt flush enough to expand the Augusta clubhouse by adding a grillroom. (The clubhouse would have been demolished in 1931 if Roberts and Jones had had the cash to build what they thought they really wanted: a Greek Revival mansion with two vast locker rooms, one for men and one for women.) The new grillroom was decorated with portraits of 21 early members, drawn by six artists. Today, those portraits hang in the

curving stairwell that leads to the clubhouse’s second floor. One is of Bourne, whose name also appears on the trophy of the Senior PGA Championship. That tournament began at Augusta National, in 1937. Bourne donated the cup and covered the bar tab for the first event. Another is of Bobby Jones’ father, a cursing, cigar-chomping dynamo known as the Colonel. Another is of the sportswriter Grantland Rice, who served on the Organization Committee with Bourne. Rice occupied a position in American culture that has no exact analogue today. Through his newspaper columns and radio broadcasts, he helped turn a number of early-20th-century American athletes into international celebrities, among them Babe Ruth, Jack Dempsey, Babe Zaharias and Jones. Rice also heavily promoted the club and the first Masters—then known as the Augusta National Invitation Tournament—of which he was the “honorary chairman.”

Other grillroom honorees include Charles Green, who had been the captain of the Tulane football team in 1902 and later president of a lumber business in Mississippi; Burton Peek, the chief executive of Deere & Co., who was “this Club’s candidate for recognition as the American

amateur who hit the largest number of golf shots, on the practice tee or on the golf course, in one lifetime,” according to a commemorative booklet; Fielding Wallace, an Augusta businessman, who was later the president of the USGA; George Herbert (Bert) Walker, a past USGA president and, later, the grandfather and great-grandfather of future American presidents; and W. Alton Jones, known as Pete, who became the CEO of the oil company now called Citgo.

Pete Jones had a reputation within the club for being unusually generous—he picked up almost any check he was connected with—yet also extraordinarily cheap. (A dozen years ago, an elderly member, who had been a friend of his, told me, “Pete threw around money like it was manhole covers.”) Jones traveled with a five-pound grinding wheel, which he used to sharpen his razor blades, and he boasted that he got 25 shaves from each one. Before playing golf, he would ask his caddie to “scrounge around and find me some tees,” then use whatever he turned up, including stubs. He died in a commercial plane crash in 1962, on his way to California for a hunting trip with Dwight Eisenhower. (Also killed in that crash was the mother of Paul



McCartney's future wife Linda Eastman.)

When Jones died, he was carrying more than \$60,000 in cash and traveler's checks. Some people have speculated that he must have been up to no good, and that perhaps he was on his way to reward Eisenhower for favors he had done the oil industry during his presidency. But no one has ever seriously suggested that Eisenhower took bribes, and Jones always carried huge sums—including \$10,000 bills, which the government printed until 1945. Roberts had often urged him to leave more of his treasure at home, but Jones, like several early Augusta members—including Roberts—had grown up in poverty, and he liked full pockets. Roberts had a currency-related eccentricity of his own: He carried only new bills, arranged in his wallet by denomination, and he always made sure to have enough small ones so that no one would be able to give him old bills in change.

IKE? YES. NIXON? NO

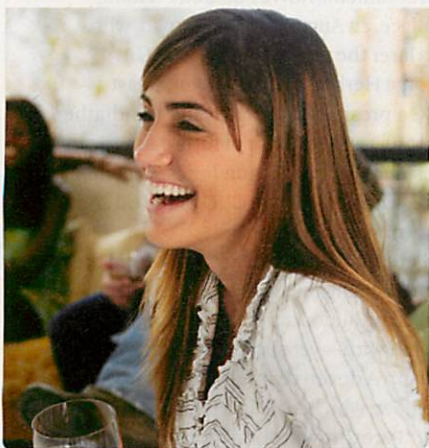
EISENHOWER FIRST VISITED THE club in 1948, as a guest of William E. Robinson, who was the general manager of the New York Herald Tribune. Ike was a national hero, and, even more than Bobby Jones, he had trouble going almost anywhere without drawing a crowd. Not long after his first visit, he and Roberts attended a play in New York. The outing required much advance planning, and the men took their seats only after the house lights had gone down. But Eisenhower was spotted at intermission, and the resulting crush of well-wishers was so intense that he and Roberts needed help from the police to get away. Augusta National became a sanctuary for Ike. He and Mamie, during the first 30 years of their marriage, had lived in more than 30 residences, many of them on military bases. The club provided their first stable pool of acquaintances, whose friendship became still more valuable to Ike once he had taken on the second-most stressful job of his career. Roberts kept pajamas and a toothbrush at the White House and visited frequently—sometimes with three other club members, one of whom would fill the president's seat at the bridge table when he was called back to the Oval Office.

Bridge was an important game at Augusta National in that era, as it was all over the country, and Eisenhower, after finish-

ing 18 holes, would usually dispatch an aide to recruit other players. (During his presidency, he was accompanied to the club by an entourage that included a detail of Secret Service agents, who posed as caddies when he played golf and sometimes carried Thompson submachine guns concealed in golf bags. The club's Eisenhower Cabin was designed to accommodate sharpshooters.) There are still bridge tables and printed score pads at Augusta National, but nowadays they are mainly decorations, since television and the Internet have displaced most non-electronic forms of passing time between rounds.

A general decline in nighttime carousing by grownups has probably contributed, too. Back in the 1940s, Roberts had to install a master switch in part of the clubhouse's electrical system so that the manager could kill the lights at midnight, allowing bartenders to go home and forcing members to turn in. He extended the system after one group merely moved a backgammon game into the shower room. Late-night clubhouse activities are less common today—although in the late-1990s, when I was researching my book *The Making of the Masters*, I was recruited to fill an empty chair in an after-dinner "slide-but gin" card game organized by a large group of fathers and adult sons (in which the fathers included Robert Allen, who had just retired as the CEO and chairman of AT&T, and the automotive pioneer Roger Penske). For a number of years, Augusta National had had a virtual prohibition on legacies, and most of the sons in the group believed they had no chance of becoming members. It's possible that, as a consequence, they felt more relaxed than they would have if they'd thought unseen eyes somewhere were evaluating their fitness for green jackets.

Eisenhower is the only American president to have been an Augusta National member. Richard Nixon, who played the course as a guest, once asked Roberts if he could join, and Roberts, without smiling, said, "I didn't know you were that interested in golf"—and that was the end of that. Ronald Reagan visited in 1983 as a guest of George Shultz, his Secretary of State. (The main purpose of that outing was to discuss the U.S. invasion of Grenada, which began three days later.) While Reagan was playing the 16th hole, an Au-



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THE 1934 MASTERS WOULDN'T HAVE HAPPENED IF THE USGA HAD BEEN CONVINCED TO PLAY THE U.S. OPEN AT AUGUSTA THAT YEAR.

gusta resident drove his pickup truck down Magnolia Lane, took hostages at gunpoint in the golf shop, and demanded an audience with the president—an incident that ended, after a long, tense standoff, without casualties. (For Dave Kindred's April 2000 story on the incident, see golfdigest.com/go/masters.) Among Shultz's regular Augusta golf companions was Nicholas Brady, also a member, who served as Treasury secretary under Reagan and the first George Bush. One October evening—after Shultz and Brady had played a round during which they had the course virtually to themselves—Shultz gave a handmade favor to everyone in the dining room: a small Halloween gift bag containing an orange golf ball on which he had used a black marker to draw a smiling jack-o'-lantern face. Orange and black, not coincidentally, are the colors of Shultz's alma mater, Princeton University—which he also honored, by having a tiger tattooed on his rear end.

THE FAMOUS AND NOT-SO FAMOUS

IN 2002, MARTHA BURK, who was the chair of the National Council of Women's Organizations, initiated what evolved into a public campaign to force Augusta National to admit women as members. One tangible result (in addition to the removal of all commercials from the 2003 and 2004 Masters broadcasts) was the widespread circulation of a somewhat speculative list of the club's members—information that the club had always considered confidential. The published document actually made Augusta National seem less like a secretive one-world governing body than like a semi-dreary single-sex retirement community. The average age was well over 70, and the glamorous names were disappointingly few. For every Jack Welch or Warren Buffett, there seemed to be several dozen Robert S. Oelmans and Lawrence R. Pughs.

As scarce as non-septuagenarians were at Augusta National at that time, their numbers were actually rising, and they have risen further since then. Jackson T. Stephens, who was the chairman from 1991-'98, worried that the club's

membership was becoming too gray, but he did little to push down the average age; Hootie Johnson, his successor, was more aggressive and dropped the no-legacies practice (which had begun with Hord Hardin, the chairman before Stephens). The first beneficiary was Stephens' son Warren, who was followed by a number of other relative youngsters. Another was Scott Ford, the son of the club's vice chairman, Joe Ford, who represents the club at the beginning of each television broadcast—and who got that job because Jack Stephens hated being on TV.

Several of the new young members were locals, or near-locals. As is true of most clubs with far-flung memberships, the day-to-day atmosphere at Augusta National is shaped more by members who live nearby than by infrequent celebrity drop-ins like Bill Gates and T. Boone Pickens. The locals tend to fill the key positions on tournament committees, and they're more likely to play golf with one another than to huddle with famous guests, and they're responsible for managing the club's complexly symbiotic relationship with the city of Augusta. Roberts, as a practical matter, liked to have a selection of area physicians in age-appropriate specialties. He also liked to have a couple of local attorneys. At one point, when he felt the club was short, he asked around and settled on a lawyer named Jay Johnson. The only problem with Johnson was that he didn't play golf—so Roberts asked him to learn, and he did.

The membership is often described as mainly CEOs, but even guys who run companies aren't all that likely to be invited to join. There are a few, now mostly retired, with recognizable names—Louis Gerstner Jr. of IBM, Kenneth Chenault of American Express, Sanford Weill of Citigroup—but most are pretty obscure. Nor is there an obvious pattern from chairman to chairman, or year to year. Recent inductees include Brian Roberts, the chairman of Comcast; venture capitalist Geoff Yang, who is a member of the USGA's executive committee; and retired football player Lynn Swann.

Among the club's other relatively recent and (by its standards) relatively young members is the Florida lawyer Fred Ridley,

who embodies two longstanding Augusta National traditions: He is a distinguished amateur player, having won the U.S. Amateur in 1975, when he was in law school; and he has been a top official of the USGA, which he served as president in 2004. Augusta National has had close connections with the USGA since the beginning, and many of that organization's top officials have been members. The 1934 Masters wouldn't have happened if Bobby Jones, Clifford Roberts and Grantland Rice had succeeded in persuading Prescott Bush—who was the chairman of the USGA's tournament committee and the son-in-law of the early member Bert Walker—that the Open should be played at Augusta that year. Conducting a tournament of their own was definitely Plan B for Jones and Roberts, but they needed public recognition to stay afloat, and when the USGA said no they went to work.

Amateur golfers were always extremely important to Roberts and Jones, who hoped that one of them might someday win the Masters—the ultimate tribute to Jones and his career, in Roberts' view. Several came fairly close, and a few of those were members: Charles Coe tied for second, with Arnold Palmer, when Gary Player won in 1961; Billy Joe Patton led after 36 holes in 1954 and finished third, behind Sam Snead and Ben Hogan; and Charles Yates was the low amateur in the first tournament and finished in the top 25 four times. Yates joined the club in 1940 and played in every Masters through 1947. He died in 2005. His younger brother, Dan, was also a distinguished golfer and is a member, as are both men's sons. (Dan's son, Danny, played in the Masters twice as a competitor, by virtue of having won the U.S. Mid-Amateur in 1992 and having finished second in the U.S. Amateur in 1988; he has also played as a marker.) Charles Yates and Bobby Jones used to play friendly matches at Augusta National for dollar bills, which they called "willy rocks."

Many golf fans (and some competitors) assume that winning the Masters carries membership privileges for the victor, but that's not the case. The first tour player to receive the other kind of green jacket was Palmer, who became a member in 1999. Since then, he has been joined by Jack Nicklaus and John Harris (who played 10 events on the Champions Tour in 2010). Jones had snobbish views about golfers

PATIENT INFORMATION
LOVAZA® (lō-vā-zā)
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LOVAZA
omega-3-acid ethyl esters

Read the Patient Information that comes with LOVAZA before you start taking it, and each time you get a refill. There may be new information. This leaflet summarizes the most important information about LOVAZA and does not take the place of talking with your doctor about your condition or treatment.

What is LOVAZA?

LOVAZA is a prescription medicine, called a lipid-regulating medicine, for adults. LOVAZA is made of omega-3 fatty acids from oils of fish, such as salmon and mackerel. Omega-3 fatty acids are substances that your body needs but cannot produce itself.

LOVAZA is used along with a low-fat and low-cholesterol diet to lower very high triglycerides (fats) in your blood. Before taking LOVAZA, talk to your healthcare provider about how you can lower high blood fats by:

- losing weight, if you are overweight
- increasing physical exercise
- lowering alcohol use
- treating diseases such as diabetes and low thyroid (hypothyroidism)
- adjusting the dose or changing other medicines that raise triglyceride levels such as certain blood pressure medicines and estrogens

Treatment with LOVAZA has not been shown to prevent heart attacks or strokes.

LOVAZA has not been studied in children under the age of 18 years.

Who should NOT take LOVAZA?

Do not take LOVAZA if you:

- are allergic to LOVAZA or any of its ingredients.

What should I tell my doctor before taking LOVAZA?

Tell your doctor about all of your medical conditions, including if you:

- drink more than 2 glasses of alcohol daily.
- have diabetes.
- have a thyroid problem called hypothyroidism.
- have a liver problem.
- have a pancreas problem.
- are allergic to fish and/or shellfish. LOVAZA may not be right for you.
- are pregnant, or planning to become pregnant. It is not known if LOVAZA can harm your unborn baby.
- are breastfeeding. It is not known if LOVAZA passes into your milk and if it can harm your baby.

Tell your doctor about all the medicines you take, including prescription and non-prescription medicine, vitamins, and herbal supplements. LOVAZA and certain other medicines can interact. Especially tell your doctor if you take medicines that affect clotting such as anticoagulants or blood thinners. Examples of these medicines include aspirin, nonsteroidal anti-inflammatory agents (NSAIDs), warfarin, coumarin, and clopidogrel (PLAVIX®).

How should I take LOVAZA?

- Take LOVAZA exactly as prescribed. Do not change your dose or stop LOVAZA without talking to your doctor.
- Your doctor should start you on a low-fat and low-cholesterol diet before giving you LOVAZA. Stay on this low-fat and low-cholesterol diet while taking LOVAZA.
- Your doctor should do blood tests to check your triglyceride and cholesterol levels during treatment with LOVAZA.
- If you have liver disease, your doctor should do blood tests to check your liver function during treatment with LOVAZA.

What are the possible side effects of LOVAZA?

The most common side effects with LOVAZA are burping, infection, flu symptoms, upset stomach, and a change in your sense of taste.

LOVAZA may affect certain blood tests. It may change:

- one of the tests to check liver function (ALT)
- one of the tests to measure cholesterol levels (LDL-C)

Talk to your doctor if you have side effects that bother you or that will not go away.

These are not all the side effects with LOVAZA. For more information, ask your doctor or pharmacist.

What are the ingredients in LOVAZA?

Active Ingredient:
Omega-3-acid ethyl esters
Inactive Ingredients: Gelatin, glycerol, purified water, alpha-tocopherol (in soybean oil)

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who played for more than willy rocks, but he would have been pleased that all three of those pros had also won the U.S. Amateur: Palmer in 1954, Nicklaus in 1959 and 1961, and Harris in 1993.

A PLACE FOR PARTIES, AND REFUGE

THE FACT ABOUT Augusta National that's most likely to surprise an outsider is how little play the course receives. The club's season is short; it runs from mid-October to late May, with hiatuses for the Masters and for ugly winter weather, which Augusta gets more of than some might think. The nonlocal members are often busy elsewhere or squeezing in rounds at the other fancy golf clubs they belong to; many of the locals have jobs and families and therefore don't play any more than you do. The busiest times are the club's four weekend "parties," which are like member-guests without guests. Roberts always said that the biggest of the parties, the Jamboree, was more important than the Masters, and it's possible that he meant it. Like Eisenhower, he viewed fellow members as a kind of family, and thought of the club the way Robert Frost, in a poem, described home: as "the place where, when you have to go there, they have to take you in." One older member told me that, when he was getting divorced, Roberts encouraged him to stay at the club, and then played golf and ate dinner with him every day for a month, as he sorted out his life—although Roberts' patience wasn't unlimited. Another member, while going through his divorce, spent a month living in the Eisenhower Cabin with his teenage daughter and her Labrador puppy. At one point, he told me, the puppy defecated on the practice green, and Roberts brought a shovel and broom to the door, and said, "We spend thousands of dollars on fertilizer for this course every year, and we don't need any contributions from you." But Roberts didn't turn them away.

For members, Augusta National is a bargain in every way: The initiation fee, though unpublished, is known to be low, and the dues have been described as very reasonable, even by non-rich-guy standards. (Augusta National and the Masters are separate for-profit corporations, incidentally, and they file separate tax returns.) Seeing the course on TV can make an avid golfer weak with yearning—although membership isn't an unalloyed blessing. One little-discussed advantage of not being a member is that, when a golf-playing acquaintance crosses a crowded room to put his arm around our shoulders and tell us how much he has always liked us, we don't have to wonder what he's getting at.

And we nonmembers have it good in another way, too, because every April we get the Masters, the last un-screwed-up major sporting event in the world. The tournament wasn't much when it started: Alfred Bourne thought nothing of skipping the first three days of the first one to play in (and win) an amateur event in Aiken, S.C., 20 miles away—but the club has gradually and conscientiously perfected it, April by April. What other television program do you look forward to all year long? It's the greatest show in sports, and it exists because, for more than 70 years, a few dozen wealthy old men have taken time out from their golf to put it on for us. In return, they get to be citizens of Brigadoon—a good deal all around. ♣

Contributing Editor **DAVID OWEN** is the author of *The Making of the Masters: Clifford Roberts, Augusta National, and Golf's Most Prestigious Tournament*, the winner of the USGA's Herbert Warren Wind Book Award for 1999.