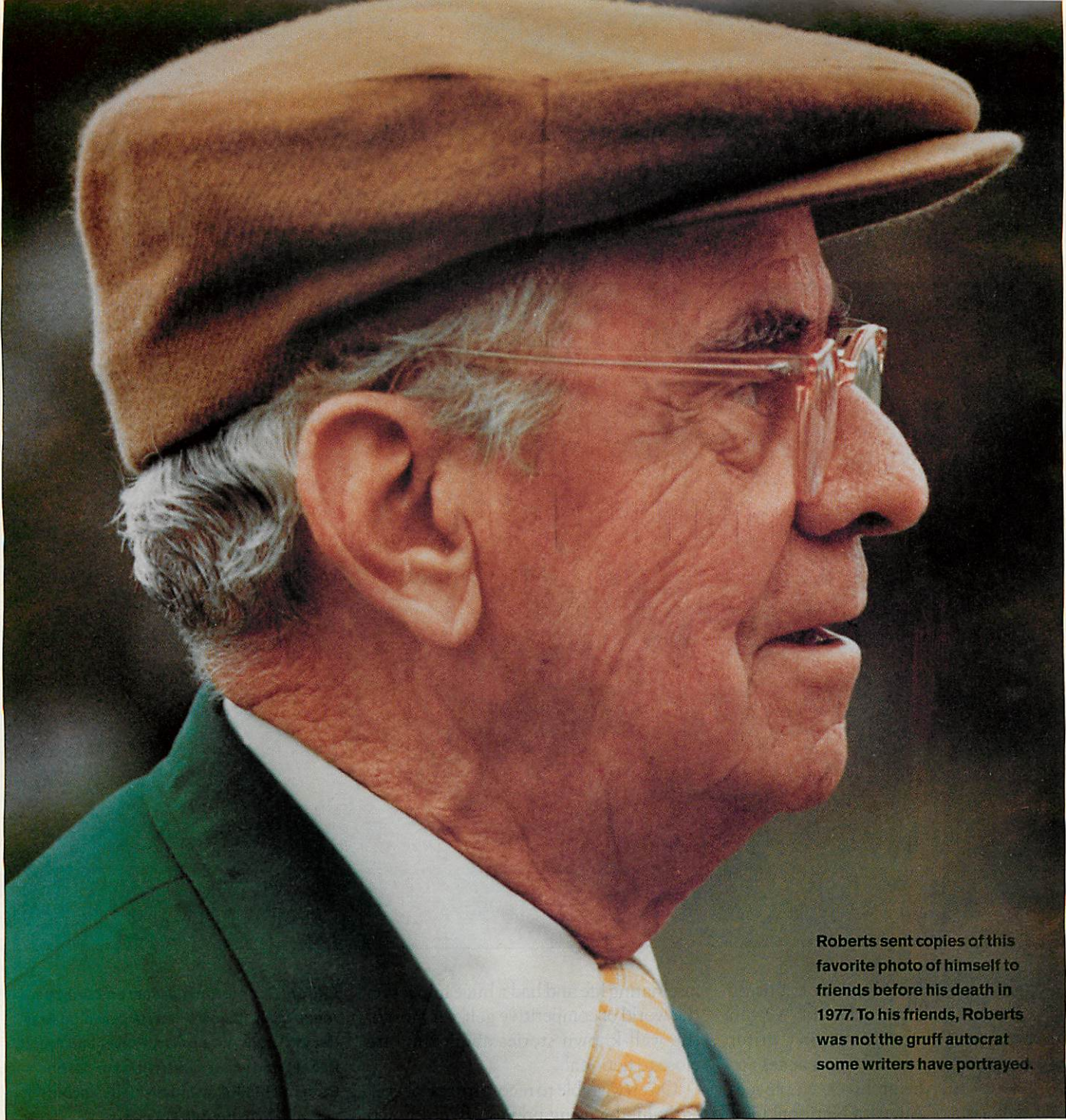


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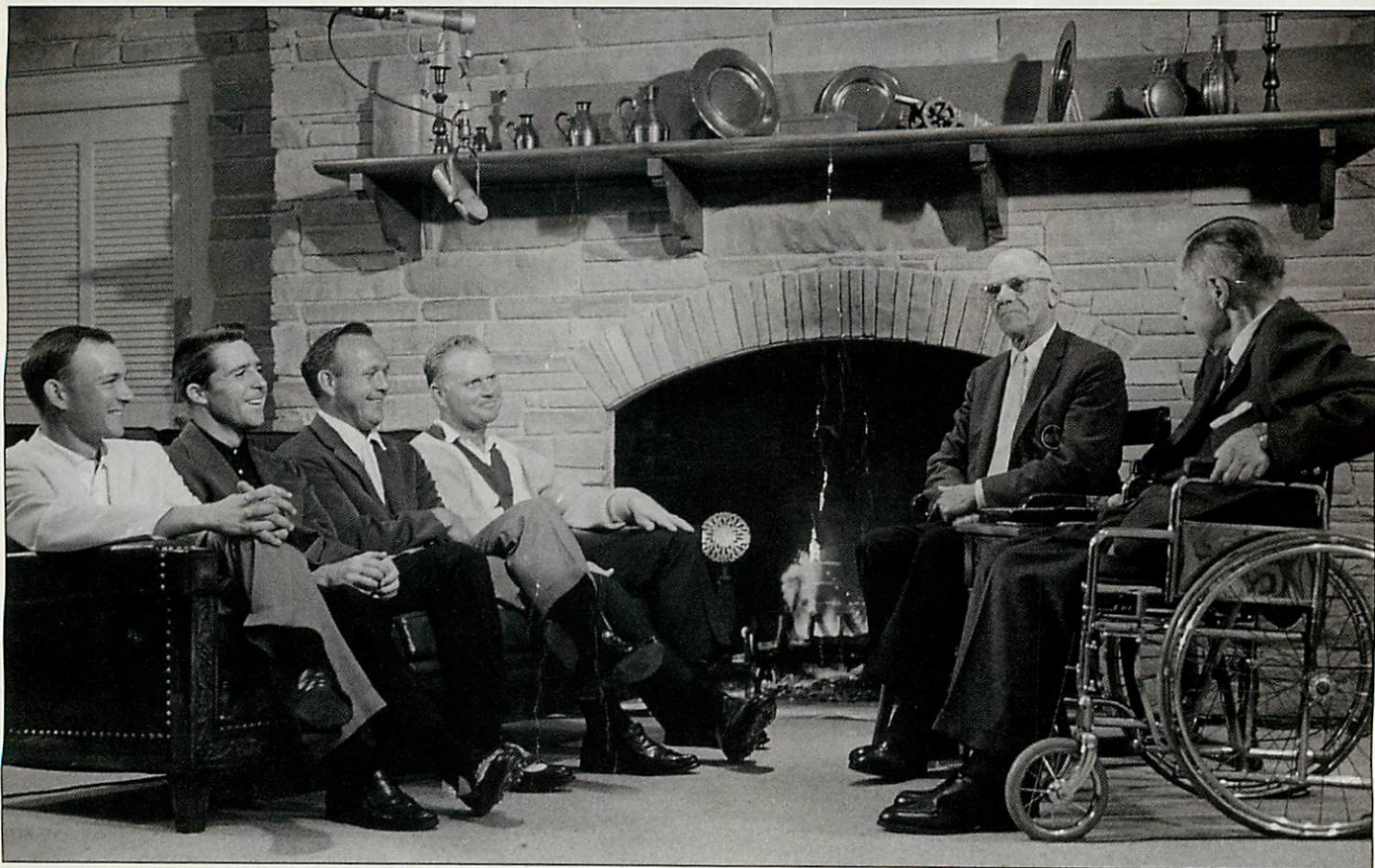
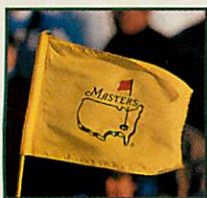
Roberts sent copies of this favorite photo of himself to friends before his death in 1977. To his friends, Roberts was not the gruff autocrat some writers have portrayed.



# The making of the Masters

An inside look at Clifford Roberts and Augusta National

BY DAVID OWEN



In 1996, Contributing Editor David Owen became the first writer granted open access to the archives, employees and members of Augusta National Golf Club. The club had asked Owen to write a biography of Clifford Roberts, who, with Bobby Jones, was the cofounder of the club and of the Masters Tournament—a biography that Augusta National intended to publish as a small volume for members only. After two years of research, though, the book grew into a full-scale history. That book, *The Making of the Masters: Clifford Roberts, Augusta National, and Golf's Most Prestigious Tournament*, is being published this month by Simon & Schuster (288 pages, \$25).

"Clifford Roberts is an ideal subject for a book," Owen says, "because he lived a

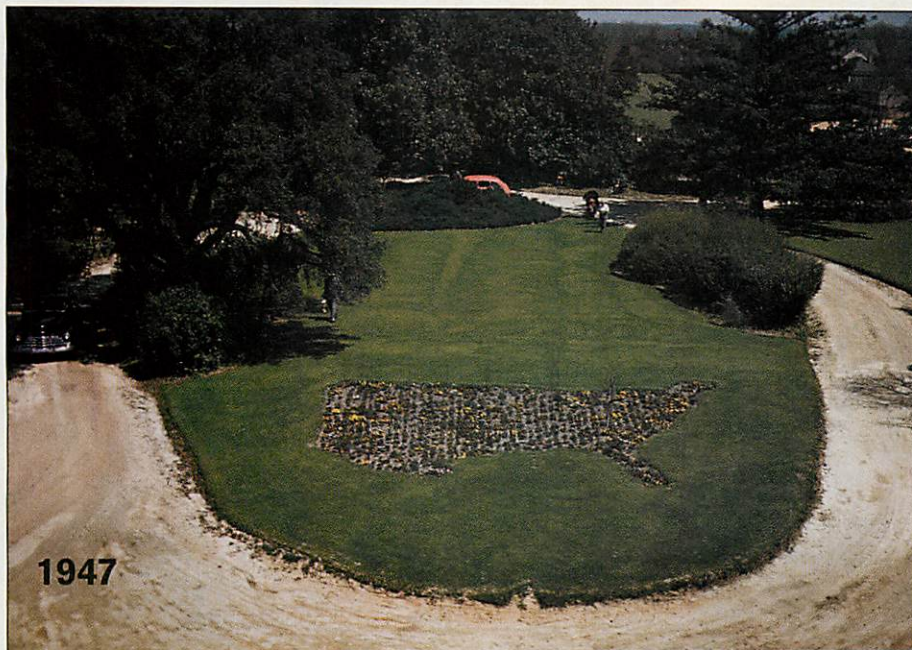
fascinating life and had a huge impact on the world of competitive golf, yet most of the well-known stories about him are close to fictional."

Owen was able to reconstruct Roberts' early life by using previously unknown diaries, letters and other materials provided by Roberts' descendants. With the help of staff members at the club, he also found extensive documentation, much of it long forgotten, concerning the founding of the club and the early years of the tournament. He also interviewed dozens of club members, club employees and others who knew Roberts and Jones well.

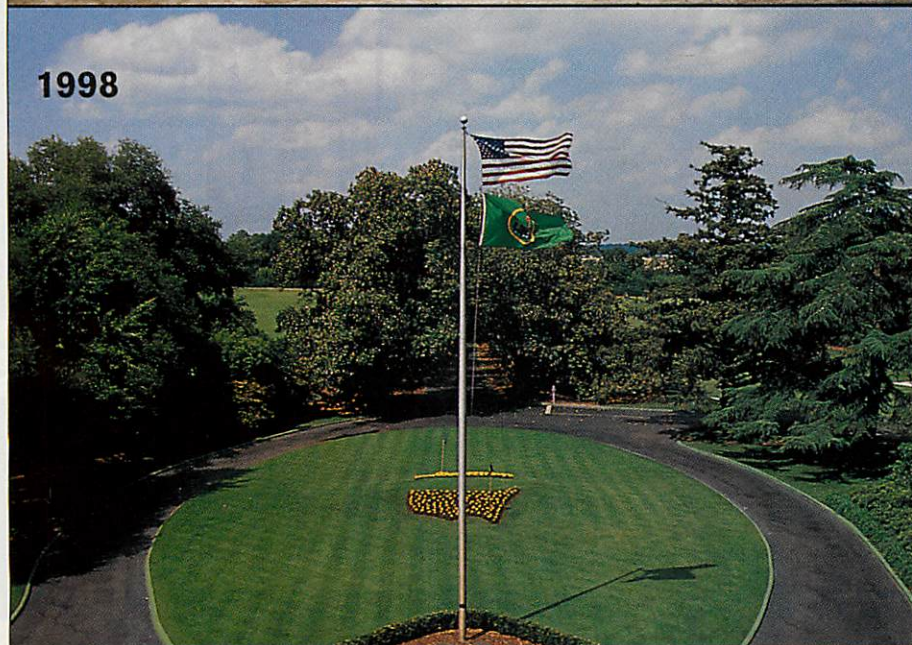
"It is usually said that Jones conceived of the club and Roberts financed it," Owen writes, "but one could argue that the roles were reversed—that without Jones' immense popularity the enterprise would never have attracted enough

**Clifford Roberts (in glasses) and Bobby Jones talk with low amateur Downing Gray (far left), runners-up Gary Player and Arnold Palmer and winner Jack Nicklaus in the Butler Cabin following Nicklaus' record-setting 271 in the 1965 Masters.**

financial support to survive, and that without the vision and stubborn determination of Roberts the club would have folded and the Augusta National Invitation Tournament"—as it was originally called—"would never have grown into the modern Masters. Roberts said in later years that if he and Jones had known at the outset how long the Depression was going to last, they would never have had the nerve to proceed. He was **not** exaggerating. On several occasions, they came close to giving up. The final decision to build the course was made, early



1947



1998

The circular driveway between Magnolia Lane and the front of the clubhouse has changed over the past 50 years. Note the dire condition of the yellow pansies in the earlier photograph.

in 1932, with deep trepidation and after months of wavering. By late 1935, eight months after Gene Sarazen had seemingly secured the future of the tournament by hitting 'the shot heard round the

world,' his monumental double eagle on 15, the club's situation was so grim that its lenders actually foreclosed."

Following are excerpts from *The Making of the Masters*:

### The chairman is in

Augusta National members who today are old men remember crouching outside Clifford Roberts' room at the club when they were young, hoping to catch a glimpse of the chairman through the window. If Roberts was wearing a tie, they knew he could safely be approached; if he had taken off the tie, they knew to stay away. And the mood of the chairman was the mood of the club. When Roberts arrived in Augusta from New York, John Milton, the driver who picked him up at the airport, was under standing instructions from Bowman Milligan, the club's steward, to assess his state of mind—and, if possible, to improve it.

Back at the club, Milton would report his findings to Milligan, who would send a message to the course superintendent. If Roberts was in a bad mood, the grounds crew would set up the greens with easy pin positions. If Roberts was in a good mood, the holes would be cut as though for Sunday at the Masters.

### The first employee

Bowman Milligan was the first employee Roberts hired for the new club. "It was one of the quickest and best decisions I ever made in my life," Roberts said during a speech at his 80th birthday party, in 1974, a club event that he dedicated to four employees who had been at the club for more than 40 years.

Milligan ran the service side of the operation—purchasing, housekeeping, meals and beverages, the locker room, the chauffeurs—and he did all the hiring and firing of service employees. His power over the club's staff was absolute. Tips constituted a large part of the compensation of employees in those days, and Milligan controlled the flow. Members would often leave cash with him for distribution among the staff, and he would pass it around—or not, as he saw fit.

"My main memory of Bowman is of

JIM MORIARTY



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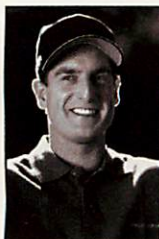
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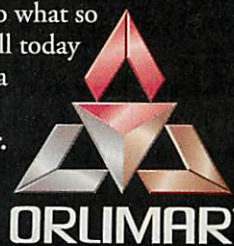
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him having lots and lots and lots of money in his pockets,” an employee who knew him says. “Thick money. Lump here, lump here, lump here, lump here. He used to pat his wallets and say, ‘I got it. I got the first count. Run into me. I got all of y’all in my pocket.’” In the later years of his career at the club, the lumps added up to tens of thousands of dollars. (Shortly before his retirement, when he had grown increasingly ill, he collapsed one day in front of the caddie house, and one worried employee told another on the phone, “Quick! Get to him before the caddies do!”) Much of the money in his wallets had been there so long that some of the bills had stuck together and could not easily be peeled apart.

### Send in the mounds

When the eighth green was built, it looked very much the way it does today, with tall, steeply contoured mounds on either side. In 1956, though, Roberts had the mounds removed. “That’s the only time I can really remember Mr. Jones get-

ting mad at Cliff,” Phil Harison, a longtime member, recalls. “But he removed the mounds for a reason. They blocked the view of the spectators at the tournament, and once they were gone the spectators could see a lot better. But Mr. Jones got awfully upset about that. He really did, because without the mounds the hole was much less interesting.”

Roberts never thought that removing the mounds improved the hole—and, indeed, the new green was dreadful. It was featureless and vaguely hourglass-shaped, and it could be approached without trepidation from almost any angle. But Roberts felt strongly that spectators ought to be able to see. Not long before he died, though, he decided that the sacrifice had been too great and that the mounds should be restored. The change was finally made in 1979, not quite two years after his death.

### A test for all

The course at Augusta National was designed by Alister Mackenzie, with help

**This view from 1956 shows the eighth green after mounds had been removed to improve viewing. The mounds were restored in 1979.**

from Bobby Jones. Both men believed that the course should be demanding for the expert player yet not intimidating to the average golfer. Jones once said that one of the great strengths of the course was that while pros were always in danger of succumbing to disaster, average members and their guests might well shoot some of their best rounds ever—that an inveterate 90-shooter, for example, might have a good day and shoot 85. That is still true—even, surprisingly, when the course is in tournament condition. (Members and their guests play through the Sunday before the tournament, and their scores at that time seldom differ very much from their scores during the rest of the playing season.) The reason for the seeming paradox is that the kind of trouble that tends to defeat an average player is less severely penalized at Augusta National than it is on other demanding



courses: The fairways are generous, the trees are widely spaced, the bunkers are few, out-of-bounds is seldom a danger, and the short rough—which the club refers to as “second cut”—is, for an aver-

age player, more of a comfort than a catastrophe, since it can cause a ball to sit up a little higher than it would on a closely mown fairway. The greens are difficult, of course—but all greens are difficult for an

average player. For a 20-handicapper, three-putting is close to the norm on any course, and the particular perils of Augusta National’s greens are offset by the reduced likelihood of losing a ball off the tee or hitting into an unplayable lie.

Average players sometimes have less trouble with Augusta’s greens than with its fairways. During the Masters, the fairways are cut to just thirty-nine hundredths of an inch, and they are kept at close to that height all spring. For a golfer who occasionally makes less than perfect contact with the ball, such naked lies can lead to a discouraging number of fat shots. And for the pros, Augusta’s short rough is more of a peril than it may appear, since it often prevents them from creating enough spin to hold the firm, undulating greens. This year, the challenge will increase, because the club has decided to reduce the width of several fairways and to let the second cut grow taller than it has been in many years.

### Roberts’ rules of handicapping

Augusta National doesn’t use the U.S. Golf Association’s method of computing handicaps for members. The club has its own simple system, devised by Roberts, which is based on the number of pars a player ordinarily shoots, with a small adjustment for birdies. (If you make six pars in 18 holes, your handicap is 12—18 minus six.) The Roberts system works well, is easy to compute, and permits daily modification.

### Terms of employment

In the spring of 1967, Robert Kletcke, who had been Augusta National’s head professional for a year, and David Spencer, the assistant pro, were called to Roberts’ room for a meeting. Kletcke and Spencer were both nervous about the meeting, because they figured they must have done something to displease the chairman. When they arrived, though,



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Allergan ARRAY® Multifocal Silicone Posterior Chamber Intraocular Lenses are available as biconvex optical lenses, with an anterior multifocal surface, designed to be implanted in the capsular bag. The optical portion has the capability of being folded prior to insertion, allowing the lens to be inserted through an incision of approximately 3.2 mm while preserving a full size lens body after implantation.

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Allergan ARRAY® Multifocal Silicone Posterior Chamber Intraocular Lenses are indicated for the visual correction of aphakia in persons 60 years of age or older in whom a cataractous lens has been removed and who may benefit from useful near vision without reading add and increased spectacle independence across a range of distances where the potential visual effects associated with multifocality are acceptable.

#### Warnings

1. A very small percentage of patients (less than 1% in the US Clinical Study) have been dissatisfied to the point of requesting removal of the multifocal lens.
2. In a driving simulation study, under one of nine low contrast conditions, 22% more multifocal patients than monofocal patients did not notice a hard-to-see object in the road until they were closer than 100 feet. The distance of 100 feet is important because at speeds of 30 mph or faster, a driver may not be able to stop safely within 100 feet. In the simulation, however, drivers could also drive around objects, and there was no difference in collisions with the objects.

#### Precautions

1. There is a chance (11%) that your vision may not be good enough to read small print without glasses with the multifocal IOL.
2. Please discuss with your physician whether this is the right lens for you. The following may affect your choice of IOL:
  - In rare instances, this lens may make some types of retinal surgery more difficult.
  - If the pupil of your eye is very small (less than 2.5 mm), the chances are greater that your near vision with a multifocal lens will not be better than with a monofocal lens.
  - If the health of your eye makes it unlikely that your vision will be good after your cataract is removed, you may not get the full benefit of the multifocal IOL.

#### Comparisons Between the Monofocal and Multifocal IOL

Both the monofocal and ARRAY® multifocal IOLs have been thoroughly studied and are designed to replace the natural lens of the eye. The following table compares the other features of these two types of implants.

	Monofocal IOL	ARRAY® Multifocal IOL
<b>DISTANCE VISION</b>	This IOL generally gives good distance vision.	This IOL generally gives good distance vision, but it may not be quite as sharp as with a monofocal IOL.
<b>INTERMEDIATE VISION (between 2 and 5 feet)</b>	Intermediate vision is expected to be comparable between these two types of IOLs.	
<b>NEAR VISION</b>	This IOL generally does not provide good near vision without glasses.	Most patients can expect near vision to be better than with a monofocal IOL, but there may still be some circumstances where you will need glasses for near work.
<b>USE OF GLASSES</b>	If you have this lens in both eyes, there is a 60% chance you will always wear your glasses for near work. There is a 34% chance you will wear your glasses all of the time (for any distance).	If you have this lens in both eyes, there is a 12% chance you will always wear your glasses for near work. There is an 8% chance you will wear your glasses all of the time (for any distance).
<b>HALOS AND GLARE</b>	With this IOL, there is a chance that you may have severe difficulty with halos around lights (6%) or with glare (1%).	With this IOL the chances of having severe difficulty with halos (15%) and glare (11%) are higher when compared to a monofocal IOL. You may grow accustomed to them or continue to notice them. In rare instances (less than 1%), patients have requested that the IOL be removed.
<b>LOW CONTRAST VISION (DRIVING)</b>	Under poor visibility conditions, your vision may not be as sharp as in good light.	Under poor visibility conditions, your vision may be further reduced than it would be with a monofocal IOL. Under these conditions you may have more difficulty recognizing some traffic signs and hard-to-see objects in the road. Therefore, you may need to take extra care when driving, especially in poor light conditions.

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- |  | <u>Yes</u>               | <u>No</u>                |
|--|--------------------------|--------------------------|
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| 2. Distinguishing road signs at dusk?            | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Recognizing colors?                           | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Recognizing friends and family at a distance? | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Driving at night?                             | <input type="checkbox"/> | <input type="checkbox"/> |

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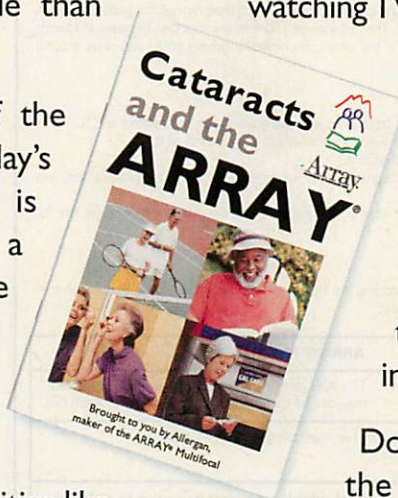
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they found Roberts in a good mood, and he told them they had done a good job. He said further that he and the other members were tired of getting to know and like the club's assistant professionals only to have them move on to other jobs after just a few years. He said that he would like for both Kletcke and Spencer to remain at the club, and that if they continued to do a good job they could stay for as long as they liked.

"But I don't want Bob eating steak and Dave eating hamburger," Roberts went on. He said that he had arrived at a solution, which was for the club to have two head professionals, or co-professionals. Roberts said he realized that such an arrangement could lead to tensions, and that he did not want the two men to think of themselves as rivals. As a result, he said, if a situation ever arose in which he felt compelled to fire one of them, he would fire them both.

Kletcke and Spencer were surprised by Roberts' offer, and they asked if they could take the proposed agreement back to the golf shop to talk it over. On their way past the clubhouse, Spencer said, "Gee, Bob, I don't know about this." He had planned to stay at Augusta National for a few years, as was customary for assistants, and then use the job as a springboard to a head professional's position at another club, probably in the Midwest.

"I don't know either," Kletcke said. "I'm not sure it's a good idea." Kletcke had been thinking he would like to try to play on the professional tour. (He later did so briefly, with Roberts' encouragement and with financial backing from several members of the club.) Neither man was enthusiastic about sharing a job. They weren't sure they would be compatible partners, and they weren't excited by the thought that a misstep by either one of them, in Roberts' eyes, could put both of them out of work. The two men talked about the proposal for some time, and came to the conclusion that it didn't

make sense for them. It had been considerate of Roberts to make the offer, but the arrangement was clearly unworkable. The only matter left to decide was which of them would tell Roberts.

"I've been here longer," Kletcke said. "Why don't you go back and tell him?"

"You know him better than I do," Spencer said. "I think you ought to go."

There was a long silence. Each man imagined knocking on Roberts' door and explaining that neither of them liked his plan. They looked at the ground.

"Maybe we could both go."

There was another long silence.

At last, Spencer held out his hand and said, "Well, how do you do, partner?" And the two men have been business partners, golf partners and good friends ever since. They sit side by side at identical desks in the office in the golf shop, and they live within a short distance of each other in the same neighborhood in Augusta.

### I like Ike

A momentous day in Roberts' life was April 13, 1948, when Dwight D. Eisenhower first visited Augusta National. Roberts later became heavily involved in both of Ike's Presidential campaigns, and he was a valued behind-the-scenes adviser on a range of issues. He spent many nights at the White House, where the Eisenhowers maintained a bedroom for his use.

Despite a growing intimacy, Roberts never ceased to be in awe of Eisenhower. He later said, "The only occasion I can recall where I felt that he was just another human being on the same level as myself was when he got terribly ill with food poisoning and a touch of his ileitis [a chronic intestinal ailment], and on that occasion he vomited a number of times." Roberts had accompanied Ike from Augusta to Washington, where Ike had made a speech, and then back to Augusta. "[He] was so violently ill on the plane

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between North Carolina and Augusta that he had difficulty walking, with the support of one of us on either side of him," Roberts continued, "and when he finally reached his car, and he and I got in the back seat, he literally collapsed, and I held him in my arms all the way to the golf club. That is the only time, the only instance I know anything about where anyone ever could treat him as an equal, during his Presidency, and since, as far as that's concerned."

#### A question of wealth

A recent book stated that Roberts was worth a little more than \$100 million at the time of his death—an absurdly inflated guess apparently based on speculation by a nephew of Roberts. No inventory of Roberts' estate was filed with his will in Probate Court in New York City—state law did not require one at the time—but several members of the club who knew him well and were indirectly familiar with his finances say that his maximum possible net worth at the time of his death would have been in the neighborhood of \$3 million to \$5 million, and could have been much less. A fortune of \$100 million in 1977 would have made Roberts one of the 200 or so richest people in America—quite a feat for a part-time stock broker. Roberts' nephew guessed in an interview that Roberts' stake in Reynolds & Co., an investment firm in which he became a partner in 1941, was worth \$25 million at the time of his death. That is an impossibility, since Reynolds had ceased to be a partnership in 1971, six years before Roberts' death, when it went public as Reynolds Securities Inc. (At that time, the market capitalization of the entire company was smaller than the figure claimed as the value of Roberts' supposed share.)

Equally absurd is the widely held notion that Roberts was rich and Jones poor when they founded the club in 1931. (Roberts is often said to have

financed the club out of his own pocket.) In fact, the reverse was more nearly true.

Roberts' tax returns from 1930 and 1931 show that he had a net loss in those two years of more than \$20,000; in 1933, he wrote a gloomy letter to Jones in which he indicated that he was close to broke and needed to get back to work. Jones, in contrast, had motion-picture and golf-club-design deals that between 1931 and 1933 brought him at least a quarter of a million dollars—a huge sum in those dark days.

#### Membership drive

During the first three years of Augusta National's existence—years that coincided with one of the darkest periods of the Great Depression—the club managed to sign up just 76 members, far short of the earliest goal, which was 1,800. Times were tough. Roberts and Jones mailed thousands of invitations, virtually all of them to people they had never met, but received almost no acceptances, despite the fact that dues at that time were just \$60 a year. Still, Roberts was a tireless promoter. When he saw a newspaper photograph of some golfers gathered outside a hotel in Manchester, Vt., he wrote to the hotel's proprietor to ask for the golfers' names and addresses. The proprietor complied but told Roberts not to get his hopes up, since most of the golfers in the picture were "boys home from school." Roberts invited them anyway; none signed up.

#### Standing room only

The first Masters, in 1934, was a decidedly low-key affair. To ensure that spectators, players and others would have enough places to sit, Roberts borrowed 66 chairs from two Augusta funeral homes.

An amateur named Charles Yates tied for 21st that year. He played in the first 11 Masters Tournaments and won the British Amateur in 1938. Yates joined the

club in 1940; today, he is the last surviving member from before the Second World War.

### The early years of TV

In 1956, CBS agreed to pay Augusta National \$10,000 for the right to televise the Masters. At first, the network wanted to cover only the 18th hole. Roberts, who had been trying to get the tournament on television for about a decade, offered to cut the fee in half if CBS would invest the extra \$5,000 in placing more cameras on the course; CBS agreed, extending coverage back through the 15th hole.

In succeeding years, Roberts, Jones and others at the club repeatedly urged the network to add more cameras and, especially, to find a way of showing the 12th and 13th greens, which the club's television committee described, in a 1957 letter to the network, as "a most picturesque part of our golf course." But CBS executives for years remained uninterested in televising more than four holes. CBS' coverage didn't reach the 13th green until 1968 (after Roberts suggested moving a camera from the far less interesting 14th tee). The 12th hole wasn't shown live until 1973.

The 12th hole might not have received its own camera even in 1973 if Roberts had not effectively tricked CBS into putting one there. The year before, ABC Sports had asked the club for permission to film the 12th hole during the 1972 Masters, for a prime-time sports special that it planned to broadcast on the Monday following the tournament.

"As you know," an ABC executive wrote to Roberts, "this hole has never been shown on the live presentations of the Masters, and our segment, which would probably be only five or 10 minutes in length, would not only show how some of the top finishers play this hole but would also capture the many moods and

some of the unique happenings that transpire at this locale."

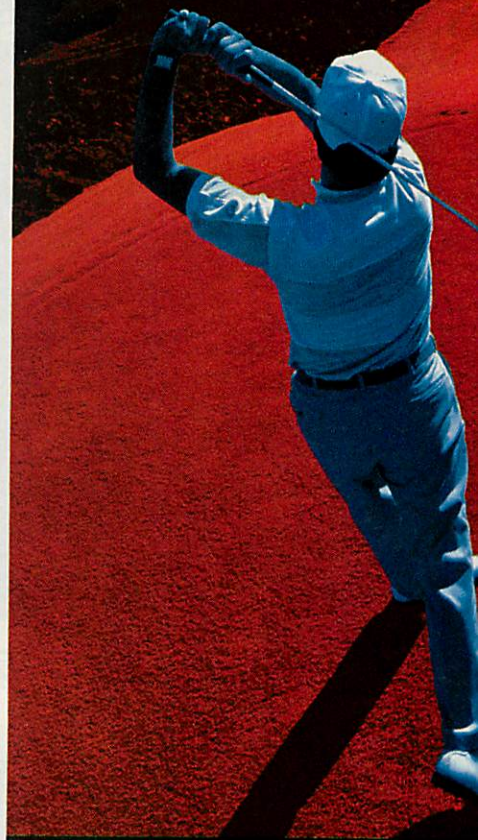
Roberts—who knew very well that ABC for years had yearned to win the Masters away from CBS—agreed. One year later, CBS for the first time placed its own camera on the 12th hole.

### Roberts at the wheel

Toward the end of his life, Roberts and his wife built a summer home at Grandfather Golf & Country Club, in Linville, N.C. Shortly afterward, Roberts decided that he needed a car to get himself back and forth between Augusta and Linville. That decision was viewed as ominous by people who knew him well, because he was an extremely poor driver. "He could drive," a friend says, "but it didn't look right."

Roberts bought a green 1972 Caprice Classic from Montgomery Harison, a member who owned a Chevrolet dealership in Augusta. (The first car Harison provided was the wrong shade of green and had to be replaced.) At Grandfather, Roberts' car was easy to identify, because it was always poorly parked. It was also easy to hear. When Roberts started it, he kept the key turned in the ignition long after the engine had kicked over, as though he were trying, with his usual meticulousness, to make sure the vehicle was quite thoroughly started. The sound did not inspire confidence in passengers. When one of the club's employees came to Grandfather once on an errand, Roberts asked him if he would like to have a tour of the course in a golf cart. The course is laid out in a valley that is flanked by steep mountains, and Roberts liked to show off the breathtaking views. The employee looked at the precipitous cartpath they would have to follow with Roberts at the wheel and declined, saying that he had seen the course before and remembered it well. When Roberts died, in 1977, his car had less than a thousand miles on its odometer. 🚩

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SERIES DRIVERS  
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MARCH 1999

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Introducing the Adams SC Series Titanium Drivers. Not one driver. Four incredible drivers. Each model finely tuned to dramatically reduce and control distance-robbing spin. The spin that creates your slice. The spin that creates your hook. Even straight hitters benefit from the SC Series. The SC Series will redefine the driver category just like Adams Tight Lies® redefined fairway woods.

With painstaking precision, we milled premium Trans-Beta Forged Titanium to exact tolerances . . . minutely varying the asymmetry across the face. By doing so, we discovered golf's version of the Holy Grail: the first and only series of high performance drivers delivering superior spin control resulting in longer drives. Much longer. These intricate, patent-pending designs cannot be found in any other driver made. The Adams SC Series Titanium Drivers, not bigger, not smaller, redefined.

Choose the SC Series Titanium Driver that fits your game and an amazing thing will occur. More distance. No, not inches. Not just feet. Yards. An average of ten to twenty-three yards longer than the three leading drivers tested.



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