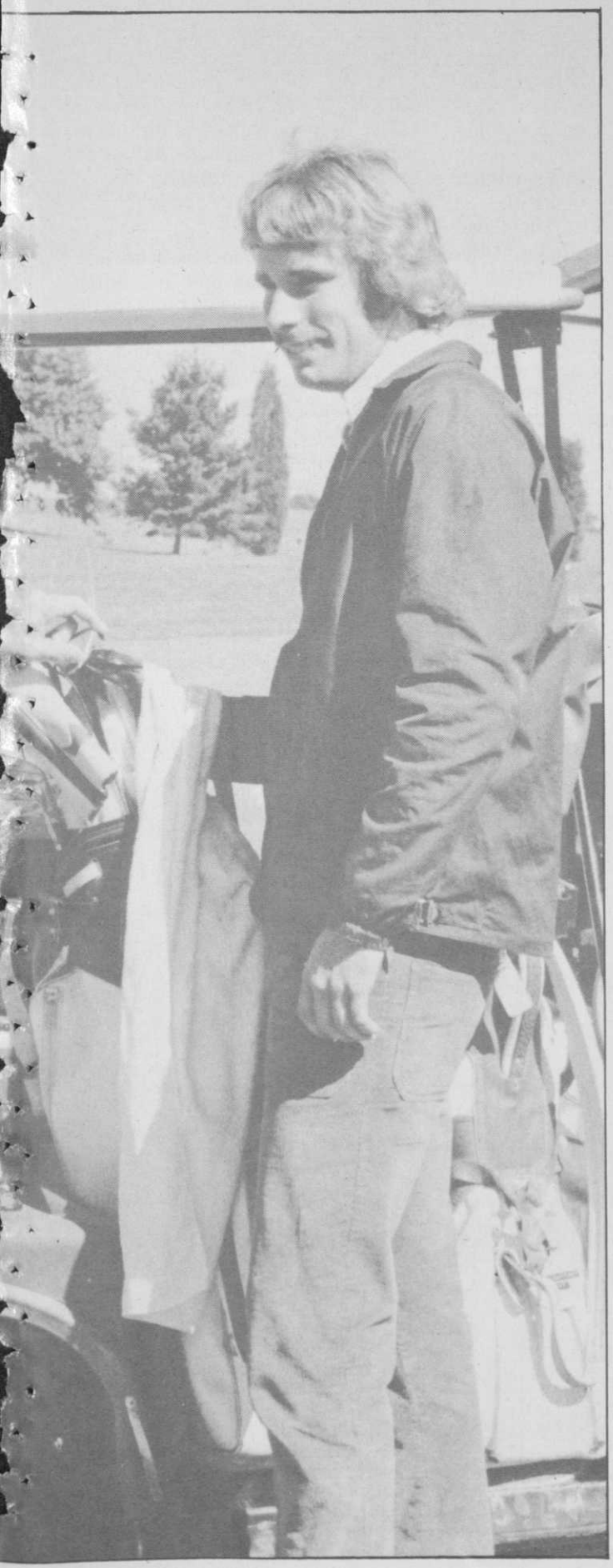

PGA President Bill Clarke has been named executive director at his home club — a new concept in club management.

THE MAIN MAN

A decision was made earlier this year at Hillendale Country Club in the rolling hills north of Baltimore that may have an effect on the way golf courses are organized and run in the future.

The club appointed R. William Clarke, 51-year-old PGA president who will be stepping down from that post next month, to the position of executive director. The appointment has put Clarke in charge of all operations of the club, a move that he and others feel is necessary to keep up with changing business climates.

In a recent interview with GOLFDOM, Clarke explained some of the policies of Hillendale, what led up to his appointment, the responsibilities of his position, and why he feels this is a move many clubs should make.

"I have had the position of executive director since July, and I have mostly spent my time this summer observing the workings of the club from this new standpoint," Clarke said. "I was a little apprehensive about taking over during the busiest time of the year, but it has been a good experience seeing everything at full operation."

Another reason Clarke decided to take the job this summer is that Hillendale is in the middle of an $800,000 expansion and improvement program that is to be completed next spring, and he felt it was important for somebody in his new position to be around to oversee the program.

*please turn page

The expansion is the first major program since Clarke joined the club as head pro in 1954 when it moved from downtown Baltimore to its new site on 234 acres in suburban Phoenix. Clarke supervises an 18-hole, 6,800-yard-plus layout on acreage bought for $62,000 in the early '50s. The adjacent land now sells for close to $5,000 an acre.

Expansion is underway on the pro shop and clubhouse complex that sits on a hill surveying the course. Also included in the program is the addition of tennis courts number seven and eight, a new olympic-size swimming pool to go along with an existing smaller one, and an automatic watering system that is already in operation.

Club member Larry Best is also coordinating the improvement program, and is in charge of negotiating all contracts, a task he is well-suited for because he is in the construction business.

"Larry and I are under our budget so far," Clarke said, "and we expect to get even more than we originally planned in the beginning. In this respect, I was glad to have been in the position of executive director this summer because of the improvement program."

When asked what his duties and responsibilities are as executive director, he said, "I guess I am still trying to explain it to myself. I am still the head pro but I have a club manager and a superintendent to take care of those areas — my function is to tie the whole operation together."

Clarke said many clubs are run by inexperienced club officers who do not have the time to devote to running a club properly. He said one of the things Hillendale is trying to do is give a business-like approach to running the club.

"I am the buying coordinator," he said. "I don't tell the bartender or the superintendent or the others what to buy, but somebody has to be in charge. I set up the budgets with them. If they can prove to me that a special program is the right thing to do, I take it to the board and see how they feel about it if it is a major change."

He said the only problem he has had so far with the job is it takes so much time. He still runs the pro shop with the help of his assistant Don Keefer, his wife Marian, and his secretary Ginny Brooks. He has not really had time as of yet to get deeply into the working of his superintendent, Mike Larson, club manager, Betty Selby, and controller Betty Schoemaker.

"I will be getting into these other departments from here on in," he said. "We have a good staff here, and I think that is one thing that is necessary for an executive director to be named. I work mostly with budgeting, planning, scheduling and ironing out conflicts between departments — but I let them do pretty much what they feel is necessary to run their departments."

The operation Clarke oversees at Hillendale is a relatively big one. The club has about 525 members in various types of memberships from full to just swimming, tennis or social. The club has 25 full-time employes and 50 part-time for the heavy nine-month season, and the slower time from December through February.

As Hillendale officers led up to the decision to hire Clarke, they discussed the position with him twice before he actually accepted. At both times, the club manager had just left, but Clarke said he had no interest in taking over the club — he was happy with the setup he already had in his own element in the pro shop. So why did he decide to take the job?

"I guess it was the challenge more than anything else," he said. "It was something new and different, I thought I could do more for the club, and I do strongly feel this type of position is needed, if the club can afford it.

He said for the big, affluent clubs that have the money to hire the type of man necessary for the post, it could cost between $30,000 and $40,000. The question then is whether or not the man can save the club at least that much money with coordination.

"I think in the long run an executive director will be able to," Clarke said, "but the economics have to dictate for each and every situation."

Clarke's wife, Marian, is not a golf widow by any means. She assists in running Hillendale's pro shop operation, handles the books, and recently has begun doing the buying of women's apparel for the shop. In addition to improving her game on the club's driving range every afternoon.

Since his appointment as executive director of Hillendale this summer, much of Clarke's time has been spent overseeing the club's $800,000 expansion and improvement which is to be completed early next year. Club member Larry Best, a member who is in the construction business, has also been in on the program from the start.

He said the position of executive director, at Hillendale at least, differs from that of the more traditional general manager in that Hillendale wanted the powers of the post to be as broad as possible.

Most general managers have started as club managers, but Clarke feels that in his position with a pro-background he can deal with the superintendents because he can understand his problems in more detail.

Also, he feels the main thing about this type of position is the person chosen has to have a rapport with the members, and this can only come with experience in dealing with the members.

He said many of the new superintendents are strictly turf-oriented, and although some club managers deal strongly with the members, he feels that in most cases only the club pro is the one who has dealt with the members extensively enough to build up the kind of rapport and respect needed to run the club from top to bottom. But he stressed either a superintendent or manager who knows the individual club well and possesses strong organizational capabilities could probably fill the post of executive director.

Other clubs are watching Clarke's appointment at Hillendale with great interest. Some have said Hillendale is smartly cashing in on his solid experience both with the club itself and also with the PGA. He has traveled around the country, and seen some of the best operations.

And they say this makes him a perfect choice to direct the club and take the day-to-day duties off the shoulders of elected members who might not have the time necessary to run the club as it should be run.

Others have said it is time for specialists in golf business management to take over; persons like Bill Clarke who have the experience and business judgment to coordinate all phases of club operation — and save money too. □

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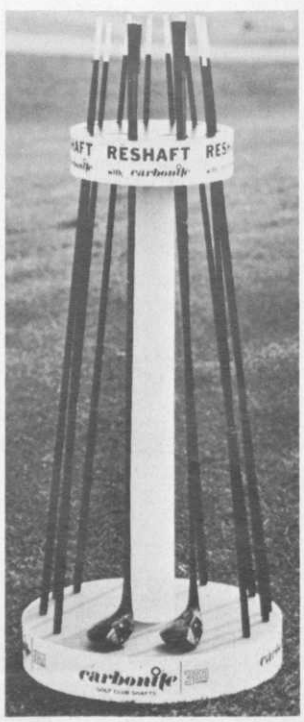

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Straight answers to your questions about THE GRAPHITE GOLF SHAFT

IS GRAPHITE THE MAGIC ANSWER?

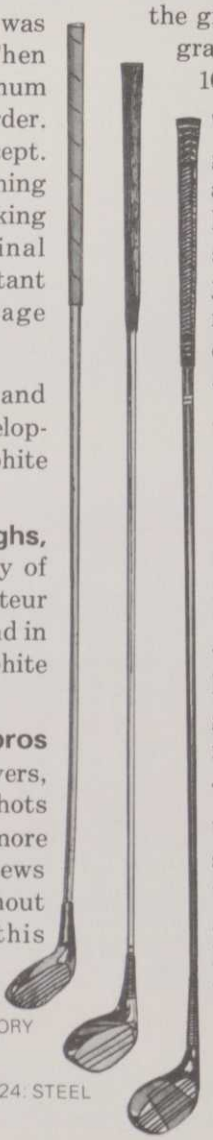
Almost any development that promises a golfer longer and straighter tee shots and more accuracy and control on his iron shots will arouse his interest and hope.

In the beginning years ago it was the hickory-shafted club. Then came steel, fiberglass, aluminum and stainless steel, in that order. Each in turn was a new concept. Each seemed to offer far-reaching benefits to the wishful thinking golfer. However, in the final analysis none provided instant improvement for the average golfer.

Now we have the latest and perhaps most dramatic development of all. The carbon-graphite shaft.

Of all the many breakthroughs, real or fancied, in the history of golf, none has golfers, amateur and pro alike, as interested and in such a tizzy, as has the graphite shaft.

When a few well known pros tested the first graphite drivers, they reported straighter tee shots and up to 20 to 30 yards more distance. This promising news spread like wildfire throughout golfdom. Maybe, at last, this was it!



1906: HICKORY

1924: STEEL

1970's: GRAPHITE

Some golfers who played the first graphite shafts were disappointed because those early shafts tended to change properties after some use. But today many golfers are playing the graphite shaft and believe that graphite will replace steel within 10 years.

What are the facts about graphite shafts? What is truth and what is fiction? Will graphite help a golfer hit straighter tee shots? Give him a few more yards? Make his iron shots more accurate with better distance control?

There is no single answer to these questions. The only honest answer can be: it is quite possible that some graphite-shafted clubs will improve a golfer's game. Graphite has that potential. Only the individual can determine whether and how much it will help him by trying a top quality graphite shaft and letting the results speak for themselves.

The 3M Company, manufacturers of the Carbonite golf shaft, is publishing this booklet to give golfers some straight answers about graphite. And help them better understand the theory behind it.

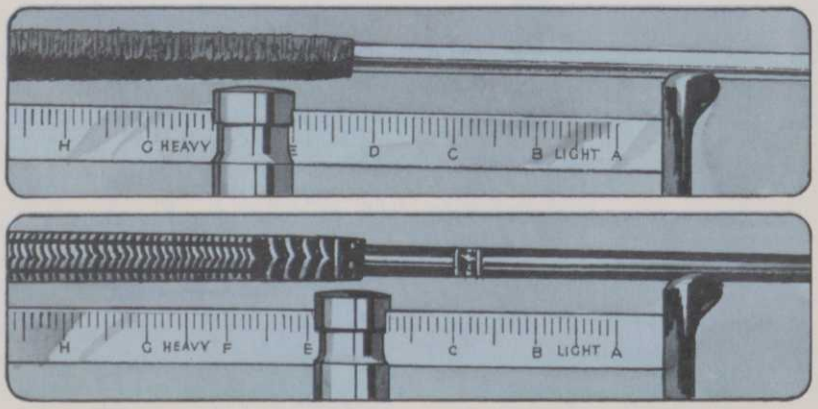
The why and how of graphite shafts

Why graphite instead of steel? A graphite reinforced shaft has a tensile strength about four times that of the best steel. But it weighs only half as much as steel. This combined advantage of strength and weight is why the graphite shaft was developed. If properly constructed, it satisfies, better than any other material, the three critical conditions necessary for a shaft to perform successfully: 1) light-weight; 2) controlled radial twist; and 3) immediate recovery at impact.

Graphite fibers were developed in the late 60's in Great Britain by the National Research Development Corporation for use in aerospace structures which require strength, low weight and rigidity. These aerospace activities led to the capability to design and manufacture a new high performance graphite shaft for the golfer.

Are all graphite shafts the same? No, they differ a great deal in quality of materials used, and in the engineering, design and construction methods.

Shafts currently on the market vary all the way from low grade commercial materials to 100 percent aerospace graphite material. In addition, some brands of graphite shafts are substituting ordinary fiberglass for high performance graphite fibers in order to effect a price reduction. The quality of materials, coupled with the adequacy of the manufacturing process and engineer design, determine the ability to predict and control the shaft flex and continued playability.



A graphite golf shaft weighs about half as much as a steel shaft. For example, a steel shafted driver refitted with a graphite shaft of identical flex will reduce swingweight by about 12 points.

THE THREE BASIC ADVANTAGES OF GRAPHITE

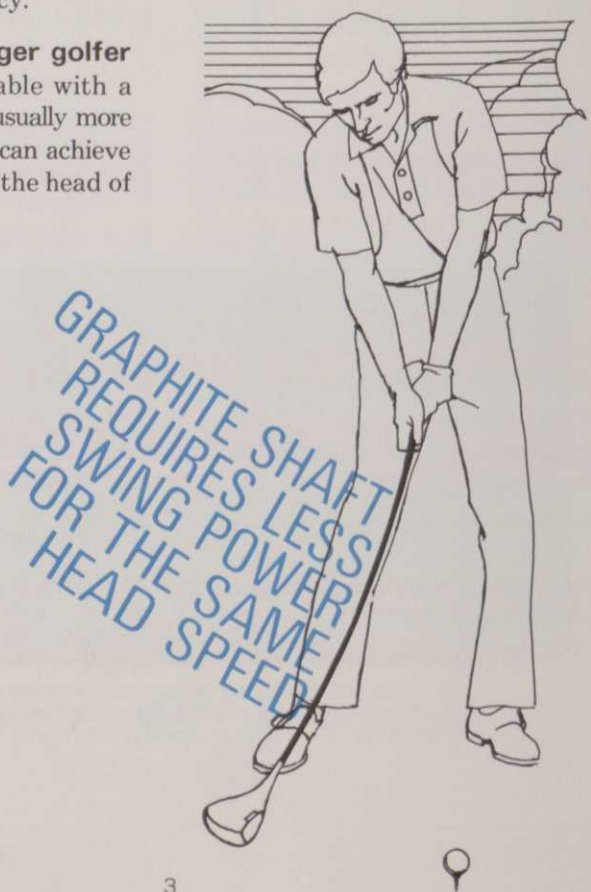
1. LIGHT WEIGHT...for more power with better control

When graphite fiber is combined with an epoxy matrix, it can produce a golf shaft that's four times stronger than steel but weighs only half as much.

How does this lighter weight help the golfer? If he replaces his steel shaft with quality graphite and keeps the clubhead weight the same, he will be able to swing at the same clubhead speed as steel with *less effort* and greater accuracy.

What about the stronger golfer who feels more comfortable with a higher swingweight? He's usually more interested in distance. He can achieve this by adding weight to the head of his graphite-shafted club and still maintain the same static weight as his steel club. Now, if he swings at the same speed as he swung steel, the head will transfer more energy to the ball, and he will drive further.

In either case, with the lighter overall club weight, or the graphite shaft with added weight in the clubhead, the golfer gains greater accuracy, more distance, or both.



2. LESS CLUBHEAD TWIST improves accuracy

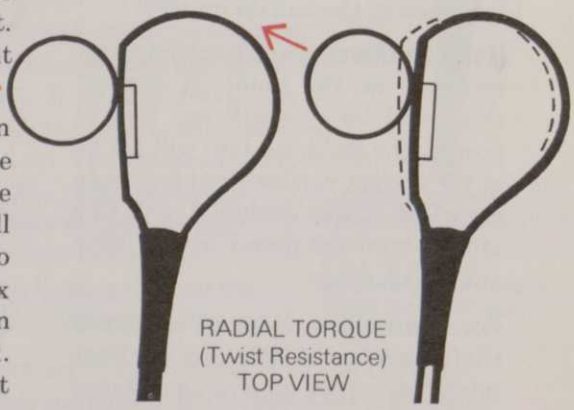
When you read about graphite-shafted clubs you run into words like torque factor, torsional resistance and radial torque. These terms refer to the shaft's capacity to resist twisting as the clubhead approaches and strikes the ball.

Every golfer knows how important it is to have the clubhead face perfectly square with the ball and in line with the intended line of flight. But regardless of a golfer's swing, if the shaft permits the clubhead to twist away from the ball on impact, he's going to lose accuracy. This is where a good graphite shaft can be helpful because a high twist resistance can be designed into a graphite shaft. With steel, it's an entirely different story.

Steel is uniform in its properties in all directions. The twist resistance of a steel shaft will vary with the shaft's wall thickness and overall diameter. These two factors are also used to determine the shaft's flex rating. Their interdependence then relates the twist resistance to flex. The lighter the flex, the less twist resistance.

The twist resistance in a graphite shaft is controlled by the base material, product design and manufacturing technique. While the resistance factor will vary considerably from brand to brand, the best graphite shafts have a very high twist resistance that can be pre-determined with great precision.

The top quality graphite shafts, with their built-in resistance to twist, will maintain the clubhead face at the correct angle so it will be completely square with the ball on impact. The proper graphite shaft gives the golfer a wider margin of tolerance and error in striking the ball anywhere on the face of the club. Even though he may not hit the ball on the sweet spot, the graphite shaft compensates and still gives him a good straight drive because the face of the clubhead remains in correct position.



Top quality graphite shaft has high twist resistance, keeps clubhead square with ball on impact.

Lower quality graphite shafts have low twist resistance, permit the clubhead to deflect ball off target.

So the twist resistance is very important in helping a golfer avoid spraying his shots. He is able to develop better control over both accuracy and distance.

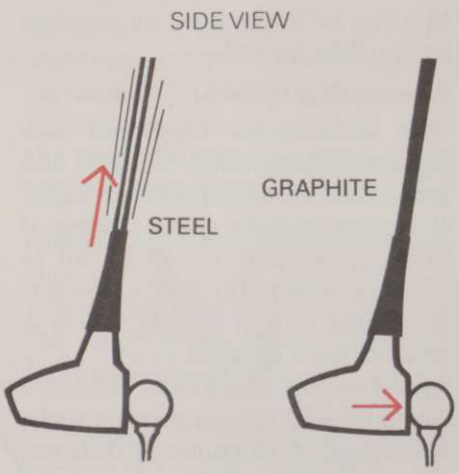
3. FAST RECOVERY delivers more power with accuracy

In addition to the advantages of lighter weight and twist resistance, a properly designed graphite-shafted club has a third advantage that is especially helpful in transferring maximum energy from the club to the ball, thus providing greater distance. This advantage is commonly called recovery.

Every golf shaft flexes and bends backward during the downswing. It forms in an "S" curve just after impact. The speed with which the shaft recovers to a straight line in the striking zone determines the amount of energy that the clubhead transfers to the ball on impact.

If the clubhead doesn't exhibit quick recovery at the point of impact, there will be a significant loss of power. The clubhead face will not be at the correct vertical striking angle for which it was designed, and this affects both the power of the drive and its accuracy.

For example, a clubhead on a steel shaft traveling at 100 miles per hour (about usual for an average swing) will recover to 74 miles per hour at a point one foot past impact. This means it lost 26% of its energy because of slow recovery. Aluminum recovers to only 56 miles per hour, losing 44% of its energy. This explains, in part, why aluminum was not an acceptable shaft material. Top quality graphite recovery is best of all. It recovers to 92 miles per hour at that same point, losing only 8% of its energy. The graphite reinforced epoxy simply has better damping characteristics than steel, hence less shaft flutter and a truer loft angle which results in greater accuracy and distance.



The golfer using a graphite-shafted club can swing at the same clubhead speed as he did with steel and expect to drive the ball farther because the faster recovery transfers more power and energy to the ball.

Another thing that graphite does to add distance is the way the twist resistance and fast recovery factors work together to help the golfer hit the ball so squarely it has little or no spin. Like a baseball pitcher's knuckle ball. If the ball is relatively free of spin when it hits the ground it will roll farther than a spinning ball. So a good squarely hit ball with a proper vertical club face angle can mean a longer roll and added yardage.