



It's rather new and not ornate, but when you step into the Barrington Hills clubhouse you are in an atmosphere of "class."

## A Club House With "IT"

By *BASCOM NORMAN*

WHEN I started out to find a country club having "It" I thought I had an easy assignment, one that would make the hot days seem less hot. But, after carefully reviewing the mental panorama of the clubs I had visited or heard about, I began to feel that my task was not as easy as I had at first thought. The majority of the most talked about clubs that I could recall were very pretentious and the outstanding thing about them that holds the attention is the tremendous capitalization represented in the enterprise. While, on the other hand, the smaller clubs seem to reflect an incomplete atmosphere, as though they had been cramped or limited in some manner. Where, then, could a club be found that enjoyed atmosphere, charm, completeness, individuality, and a large amount of this intangible yet potent quality called "It"?

"I located a club at Barrington, Ill., one of the newer communities northwest of Chicago, which has this desired quality in a large measure.

### Circus Clubs

The first thing that attracted my attention after getting off the train at Barrington, while waiting for a taxicab to take me to the Barrington Hills Country Club, was a folder telling the inhabitants of this village about a one-horse circus affair, large on promises and high-sounding but without doubt short on performance. The description of the main event is worth repeating.

This main event was to be a chariot race, described thus: "A soul-stirring contest and hazardous feat of Ancient and Imperial Rome, with all animals fleet of foot and filled with the fire of ambition to excel, will be run on the vast elliptical course that concircles the triple arenas within the huge spectatorium." This extravagance of language reminded me somewhat of the extravagance reflected in some of the ultra-modern and imposing structures that are called country clubs, places so grand that they oppress; yet patrons are expected to feel as comfortable as they would like to feel at home. Most people going to a country club want to play golf and meet friends in a sociable and informal way. When we think of meeting friends we immediately feel the warm, purry sensation of kind regard and affection and think of them as genuine, easy-to-meet and glad-to-see-you folks, not a lot of somebodies that are reserved and formal.

By this time we were turning into the well-ordered drive of the Barrington Hills Country Club. The first glimpse of the clubhouse gives one a sense of wholesome welcome. It is quite unpretentious but presents an impressive appearance with its red roof, white paint, rambling lines and green window shutters.

The moment I entered the clubhouse I knew I had arrived at the place that I had been searching for. The reception room reminds one of those delightful early

American homes in which hospitality and charm was the keynote of family life. One is impressed at once with the sense of completeness and harmony of style and period of the furnishings; nothing is overdone, yet nothing is left undone. A low pottery vase of purple petunias smiled a greeting, which on closer observation perfectly harmonized with the furniture of the room and contrasted with the wall colorings. Careful thinking was reflected in that spot of color. The same quiet charm is in evidence in the club rooms. Mere accumulation of the most expensive furnishings and ostentatious grouping could never achieve the atmosphere so in evidence in this club.

The style is early American throughout. Every piece of furniture is so distinctive that it merits individual attention and calls forth special admiration, but the grouping of the pieces shows such good taste that the whole represents one harmonious effect. The cool green of the woodwork and the rugs contrasts well with the yellow of the walls. A note of unusual interest is the crystal chandeliers with silver shades and rose shading. They have proved conclusively in this club that crystal, properly handled, is in perfect good taste in an early American environment.

The same pleasing tone with but sufficient variety to avoid any sense of sameness or monotony has been carried out in the rooms set aside for the women's and men's grill and locker rooms. The porch lounge and screened-in dining room are furnished in the modern note which is so much in vogue, but the motif is so carefully thought out that one is not conscious of any unusual contrast other than a pleasing change of type of furnishings.

### Waitress Uniforms Match

While seated at the luncheon table I had ample opportunity to observe more closely the smaller details of arrangement and furnishings. I noticed that the same color used for painting the dining room furniture had been used in the screens and was used as trim in the living room pieces. The table runners and the upholstery matched in color, and the waitresses' uniforms carried out the same decorative note. Here again the flowers formed a perfect setting, the colors used harmonizing and contrasting with the decoration plan. As I proceeded with my luncheon I was impressed with the impersonal yet attentive manner

of serving. Dishes were passed as they were at home. The muffins were hot and would bring a flush of achievement to the most efficient housewife. And real home-made preserves and pickled fruit. What a joy this proved to be! I now became interested in something besides the atmosphere of the club and wanted to know how it was done, and who did it, as it is very seldom indeed that so many of the little touches that make for distinctiveness and thoughtfulness are found in golf clubs.

### The Manager Manages

After being introduced to Manager Gard and telling him my impressions and reactions I asked him how it was possible to accomplish so much in practically a new club. His reply was a pleasant surprise. He stated that the entire credit was due the business-like methods of the board of directors and the committee chairmen. It is the practice of these gentlemen to include the manager in the meetings of the board and the committees confer with the manager as to ways and means to co-ordinate departments and activities. After policies are planned the manager manages, then if things are not as they should be it is a question of management, not of passing the buck. Here is an idea much talked about which has been worked out in practice in a way that should interest club executives generally.

While the club is not operated for profit, a daily control of all operations is maintained that would be a credit to a large commercial enterprise. At the end of each day the sales in every department are recorded and the exact amount of business done is in report form on the manager's desk.

A monthly report is issued and audited which gives an accurate review by departments of all activities for the preceding month. Orders for everything for carrying on the operations of the club are entered in one order book and checked for weight and count on arrival. Laundry is checked when it goes out and when returned by piece which prevents loss. Monthly inventories of all departments are made, which prevents carelessness and wastefulness.

The personnel of the working organization is admirable. Everyone is considerate of his fellow worker, which makes for a smooth-running organization for meeting

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the exacting requirements of a high type of membership. In the working organization this word, harmony, is as outstanding as in the other parts of the club. A worker's previous record for working without friction with others is as carefully considered and emphasized as working efficiently in the work each individual is employed to perform.

Regular departmental meetings of employees are held supplemented by conferences with department heads. Printed rules outlining the routine work of every operation in the club are given individual workers.

The longer I stayed at this club and the better acquainted I became with the "how" it was done the more impressed that here was the secret that many are looking for and few are finding. Here the men at the helm have forgotten rivalry and personal prestige, and have seen an ideal to be brought out—an ideal of impersonal and harmonious services that made the very thought of coming to Barrington Hills Country Club an anticipated pleasure eagerly desired.

As I shook hands with the genial manager and said adieu, I felt a sincere yearning to be one of those lucky individuals who has a membership certificate safely tucked away in his strong box.

### This Idea Worked Club Out of Tight Place

**O**NE of the newer metropolitan district clubs with rather heavy financial commitments recently found itself nearly "up against it" when the first glow of enthusiasm had passed and new members were not being added to the roster fast enough to supply the necessary money.

Instead of a straight cash assessment being levied against the members it was decided to make the assessments payable in new memberships or cash. Instead of giving each member a quota of one new member or a \$400 cash assessment, representing the value of a new membership, the present membership was divided into groups, each group being responsible for the combined assessment or allotment of new members of the four. This organization into groups was found to stir up action, interest and team-work a whole lot more than handling the campaign on an individual basis.