

if the medicine ordered is not exactly what it should be the doctor draws wrong conclusions, to the detriment of the public health and welfare. In a hospital, the welfare of the patient is the chief concern. He is there to be cured, and the hospital pharmacist is there to use his professional services in carrying out the doctor's orders in regard to the medicines as far as compounding, preparing and supplying are concerned.

Naturally enough the methods of keeping track of alcohol, narcotics, etc., vary in different hospitals and also the formulas used; anything which will be for the betterment of the service by pharmacists will increase the importance of their position, help materially the medical profession and add to the efficient work of the hospital generally.

The proposed movement to create a special section of hospital pharmacist members of the American Pharmaceutical Association is of great importance as it will lead to an interchange of formulas, the adopting of the best methods of keeping track of things, and by affording the opportunity of solving the purely hospital problems generally, will make for higher standards in our profession. We ask for the active support of every pharmacist to make this movement a success as it is a constructive one of the highest order. This is a conception of American brains which I feel confident will, if carried out, be found of inestimable value to our profession, the hospitals, and the public.

In conclusion I wish to point out that hospital pharmacists are in a class by themselves, their problems and activities are concerned with hospital work in all its ramifications, and their aims, ambition, and ideas are along those lines which will lead to original research and efficiency—work, which will add to the dignity and usefulness of their calling, will encourage ideals of the loftiest character and result in scientific advancement and progress; it will be for the uplift of the profession in which every man in our calling is vitally interested. Actuated by this feeling I again ask every pharmacist to do his bit in making this movement to form a special group devoted to hospital pharmacists a success.

TEACHING OF BUSINESS IN COLLEGES OF PHARMACY.*

BY THEODORE J. BRADLEY AND CHARLES W. PEARSON.

During the past few years there has been an insistent demand for more and better teaching of business methods in pharmacy colleges, and the colleges must yield to this demand if they are to continue to serve pharmacy in full measure, but it will be necessary to develop the methods by which the additional work can best be done. The present course leading to the degree of Graduate in Pharmacy is designed, primarily, to prepare for the license to practice pharmacy and this is necessary for the protection of the general public. All who are to practice pharmacy must complete this minimum course, but at its end the road divides, one branch being for the comparatively few students who wish to do advanced scientific work along pharmaceutical lines; these few students are already provided for in the graduate courses leading to the degrees of Pharmaceutical Chemist and Bachelor of Science in Pharmacy, which are offered by most colleges of pharmacy.

* See page 988, December JOUR. A. PH. A., Minutes of Joint Session, Section on Education and Legislation, A. Ph. A., American Conference of Pharmaceutical Faculties and National Association of Boards of Pharmacy, New Orleans meeting, 1921.

The other branch is for the larger number of students who are more interested in the business aspects of pharmacy, but colleges now make little or no provision for them.

OBJECT OF THE COURSE.

The practice of pharmacy in America has become largely commercial and statistics show that professional work makes up only about ten percent of the average drug business. A thorough knowledge of pharmacy is essential, but beyond that the ordinary rules of business apply to this as to any other retail business. More and more the small proprietor is realizing that he must be efficient if he is to meet the competition of the chain store and of the department store. A thorough course in business methods if given to undergraduates would detract seriously from the professional side of pharmacy. For this reason it seems best to make this a separate graduate course. The value of training in this line is shown by the increasing attendance at business schools of college grade and the success which their graduates are meeting. Men of ambition are realizing the value of investigating what others are doing, as summed up in business courses of instruction.

METHOD OF TEACHING.

This course should be planned for those who desire training in the business methods applicable to modern pharmacy. The work should be arranged to suit the needs of those who are or expect to be proprietors and for those who will manage stores for others. It should be of college grade and therefore limited to graduates of recognized colleges of pharmacy or to registered pharmacists.

So far as practicable the method of learning by doing should be carried out. Hence as far as possible laboratory methods should be employed, and lectures and textbooks used to supplement and correlate the course rather than to furnish the basis of instruction. To this end students should be given projects to work out and then make reports to the class. This will have to be varied according to the subject since some topics will not permit of that kind of treatment. In these cases lectures and reading may be substituted.

Such a course as is outlined below should be in charge of an experienced teacher of business methods, who should be assisted by specialists or experts in the various subjects studied.

To properly teach the various subjects to be included by the above-described methods will require about twenty hours per week for the school year.

SUBJECTS TO BE INCLUDED.

The following subjects are suggested for inclusion in the course, subject to revision as the work develops. The major subjects of the course are accounting, selling, and store management. Other important subjects are advertising and law. The minor subjects are business correspondence and business organization. It is not expected that any one will adhere rigidly to the schedule announced here, but this is suggestive of what should be included.

ACCOUNTING.

Inability or unwillingness to recognize financial conditions has brought more business men into trouble than any other one cause. This course should not be taught with a view to making a bookkeeper out of a pharmacist, but to teach those facts about bookkeeping which will the better enable him to steer clear of financial

difficulties. In order to remedy mistakes in the business, it is necessary to know the cause. The accounting should enable the proprietor to see where the failure to make profits arises and to improve existing conditions.

To this end a short course in elementary accounting should precede any attempt to build up a system of accounts for the pharmacist. This elementary course should familiarize the student with the most common practices and principles of recordative accounting. On this foundation a system of accounts can be developed which should be simple and easy of operation and which will present accurate information for income tax or bank loan purposes.

Most retail storekeepers, including pharmacists, are inclined to underestimate expenses; a proper understanding of this item will not only save many dollars in taxes, but in some cases save a business from ruin. The reports to the Harvard Bureau of Business Research showed no drug store reporting less than 20 percent gross profit on sales, yet some showed net loss nevertheless, due to heavy expenses. This investigation was made for the purpose of getting reliable, scientific information for teaching purposes and is therefore an excellent guide.

The work in this course should be done by both lecture and laboratory methods, and the students should do recordative accounting and study general principles.

ADVERTISING.

Under the heading of advertising should be considered not only external advertising, but the whole subject of display for the purpose of inducing sales. The value of advertising and the extent to which it may be used should be investigated. At present advertising is less used in retail drug stores than in the jewelry and shoe trades, which have a much lower selling expense. Since the percentages are based on sales the question arises whether the sales cannot be so stimulated by advertising as to materially decrease the proportion of selling expense. This subject should be carefully examined to determine if an increased use would be profitable, and if so, in what direction to employ it.

The use of instincts, how to fix our message in the memory, how to gain attention, selecting the products to be advertised, and the appeal to varying types of customers are important topics that underlie all advertising. In window displays unity of expression, the color scheme, lighting, decoration, balance, and massing should be taken up. The advisability of other kinds of advertising and the use which may be made of each should be discussed. The value of using the assistance furnished by the wholesalers and manufacturers, how often to change the message, what constitutes good display, outdoor advertising, use of show cards, demonstrations, trial packages, calendars, coupons in advertisements, silent salesmen, and the advisability and practice of the use of premiums should be among the other topics under this head.

BUSINESS CORRESPONDENCE.

A short time should be given to the consideration of letter writing. Both form and substance should be considered and the principal letters which pharmacists need to write should be studied. A brief consideration of the choice of words and some words commonly misspelled should be included, since many will expect to write their own letters and want their correspondence to appear well. Crudities in composition do not help to give a business man standing and, while a pharmacist

cannot afford the time to make a thorough study of this subject, a few hints will prove helpful. The writing of telegrams and postal information are other topics under this head.

BUSINESS ORGANIZATION.

A study of partnerships, their formation, duties, liabilities, and dissolution should be included. How to incorporate a company should be considered, and the corporate form of organization studied and compared with the partnership form both as to advantages and operation. Banking and its relation to the pharmacist may be considered under this heading and the use which a druggist may make of banks, applications for loans included. The value of coöperative organizations, their formation and management, may come under this subject. The latter part of the course may take up the value of departmentalizing the store. An opportunity to study the chain store organization should be given those who aim to work as managers of chain stores.

LAW.

Modern business in general and pharmacy in particular is so hemmed in by law that a thorough study of this subject is desirable. First it is necessary to acquire a considerable acquaintance with the laws of contract, sales, agency, and negotiable instruments in order that the pharmacist may know his legal position in regard to goods contracted for, sales made, employees hired, and the various forms of business paper with which he deals. In addition to this he will need to know the many regulations affecting the sales of drugs, the pure foods acts, the war taxes, and other special rules which apply to his business.

SELLING.

Without sales there are no profits. How to sell becomes the most important question if a business is to exist. A store must hold its old customers and secure new ones. Advertising may bring new ones, but steady customers come only where service and satisfaction are given. Since the same opportunity to buy is open to all and in many cases the goods must be purchased from the same concern, the store must gain the confidence of the public by its service. This is scientific salesmanship. It depends on the manner in which goods are sold.

In this course an effort should be made to consider both the selling question as a whole and the individual sale of the varying commodities to be found in the store. To this end the class should investigate ways and means for disposing of the goods to the best advantage and the actual method of the sale. The class should prepare reports on methods, demonstrate successful sales talks, and study the relative merits of different selling schemes. Selling for cash and on credit should be considered.

The use of suggestion should be studied. What qualities make for a successful personality in selling, the relation instincts to purchasing, the psychological process of the sale, meeting objections, and how to handle different types of customers should be covered. Other problems that may properly belong to this subject should receive attention.

STORE MANAGEMENT.

Under this heading should be considered the many business topics not specially provided for under the other subjects. The chief topics will be commencing business, purchasing, handling stock, marking goods, and dealing with employees.

Under commencing business comes location of store, necessary capital, selection and arrangement of store fixtures, and equipment of laboratory. Under purchasing should be considered how and when to buy, terms and discounts, the relative advantages of advertised and non-advertised preparations, coöperative buying associations, purchasing job-lots, and purchasing records. In handling stock the "turnover," the care and reception of stock, systematic arrangement, stock records and shortages are to be taken into account. The importance of the first-mentioned topic may be realized from the fact that the rapidity of the turnover has been found to vary directly with the net profits. Under marking goods the cost of selling goods, the policy as to sales, and the prevention of losses and leaks should be studied.

Cleanliness, its importance and how obtained, and other practical problems of store management should receive attention. Among the miscellaneous problems treated in this course should be the relative advantage of making one's own specialties or having them manufactured by others, what pharmaceutical preparations may best be made by the average druggist, insurance, taxation, and telephone. The last three topics suggest large fields in themselves. In fact this subject of store management will take its place as one of the major parts of the year's work.

The above program is suggestive and it will need revision and development as the work progresses. The Massachusetts College of Pharmacy inaugurated such a course in September 1921, and it is hoped that a report of successful progress can be made on it later.

THE HISTORY OF THE PHILADELPHIA COLLEGE OF PHARMACY IN RELATION TO THE DEVELOPMENT OF PHARMACEUTICAL EDUCATION.*

BY JOSEPH W. ENGLAND.

The Philadelphia College of Pharmacy was founded by sixty-eight druggists and apothecaries of the City and Liberties of Philadelphia, mostly members of the Religious Society of Friends, commonly called Quakers, on February 23, 1821, in historic Carpenters' Hall, a building occupied in 1774 by the Provincial Assembly, which recommended a general Congress of all the American colonies, which Congress also met in this Hall, and within it inaugurated those measures which, after the perils of the Revolution, terminated so favorably for civil liberty in America and throughout the world. And so the birthplace of civil liberty became the birthplace of American Pharmaceutical Education.

The founding of the Philadelphia College of Pharmacy was the result of a resolution of the Board of Trustees of the University of Pennsylvania adopted on February 21, 1821, to institute a course of instruction for the students in pharmacy leading to the degree of master of pharmacy, which course, however, was never given, although on April 5, 1821, the University did, indeed, proceed so far as to confer the honorary degree of master of pharmacy upon sixteen apothecaries of Philadelphia, the first grant of a pharmaceutical degree in this country.

* Read before Section on Historical Pharmacy, A. Ph. A., New Orleans meeting, 1921. For discussion see Minutes, December JOUR. A. PH. A., p. 966.