

# DISCUSSIONS OF THE TENTATIVE PLAN OF THE EXECUTIVE COMMITTEE OF THE COUNCIL FOR THE REORGANIZATION OF THE AMERICAN PHARMACEUTICAL ASSOCIATION

DISCUSSION OF THE PLAN OF THE EXECUTIVE COMMITTEE, A. PH. A., FOR  
REORGANIZING THE AMERICAN PHARMACEUTICAL ASSOCIATION.\*

BY E. F. KELLY.

A study of the Constitution and By-Laws and early history of the American Pharmaceutical Association will show that it was originally intended as a general association to embrace and represent all classes of pharmacists. Later on in its history conditions arose which affected certain divisions of pharmacy, and it was considered preferable to establish divisional organizations to deal with these matters, rather than to have them come before the general association. In addition, mainly through the influence of the A. Ph. A., the various state associations came into being. Unfortunately, neither the national divisional organizations nor the state associations were affiliated with the A. Ph. A., and as a consequence, considerable confusion has arisen over the functions and scope of each. For many years there has been an increasing demand in the A. Ph. A. for some reorganization which will enable that Association to fulfill its original purpose, *i. e.*, to act as a general association, through which all divisions of pharmacy can operate and can express themselves nationally. A study of the Proceedings of the A. Ph. A. during the last 25 or 30 years will make this very clear to any student of its history, and it will be noted that several committees have been appointed to study the question of reorganization without, so far, any more concrete result than the establishment of the House of Delegates, which was intended to bring about closer coöperation between the A. Ph. A. and the state associations. The point to be emphasized is that the plan of reorganization suggested by the Executive Committee of the Council, A. Ph. A., is not the result of a sudden and recent demand, but is to meet the conditions which have gradually developed.

At the last annual meeting the Executive Committee of the Council was instructed to present a comprehensive plan of reorganization to the Council, which will be submitted to the annual meeting in Cleveland for final action. In the study of this question the Executive Committee was soon convinced that its duty could best be carried out by submitting a concrete plan of reorganization, embracing, so far as possible, the suggestions that had been made and not varying any more than necessary from the present organization of the American Pharmaceutical Association. The important questions are: Shall the A. Ph. A. continue to be a restricted organization with a limited membership, dealing mainly with matters of professional pharmacy, or shall it broaden its scope and attempt to represent all phases of pharmacy in matters of general interest; shall it continue to act in a general meeting, or shall it be converted into a delegated body; if converted into a delegate body, by what units shall the delegates be selected; and if the membership is general, how shall it be secured?

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\* This discussion was reported by Secretary B. Olive Cole, as part of the minutes of Baltimore Branch, A. Ph. A. It is printed here so as to have all discussions and papers on the subject together. Dr. Kelly is Treasurer of the American Pharmaceutical Association, Chairman of its House of Delegates, member of the Executive Committee of the Council, A. Ph. A. For several years he has studied the question which will come up at the Cleveland A. Ph. A. convention for action. He has presented the plan before Philadelphia and Baltimore A. Ph. A. Branches.

EDITOR'S NOTE.—This report covers also the presentation by Professor Kelly, before Philadelphia Branch A. Ph. A. At the latter meeting he emphasized "that the Executive Committee considered it to be a duty to present a concrete plan, so as to cause a discussion and bring out, if possible, any weaknesses and any suggestions for improvement."

The suggested plan,\* as will be noted, adopts the idea of a broad association—that of a delegated representation, selects the state associations as the units and secures the general membership through the membership of the state associations. This will bring pointedly before the members a choice between the organization as it now exists and this suggested modification.

The plan of reorganization calls for a general annual meeting of the members, to which the President will make his annual address, and to which the House of Delegates will make its annual report. This gives to the general membership the right of review of the acts of its officers and of its delegated body. In addition, the members elect by mail the President, Vice-Presidents and members of the Board of Directors (now known as the Council), as at present. The Secretary and Treasurer are elected by the House of Delegates, upon nomination of the Board of Directors.

The work of the Association is divided under three heads—that of Legislation and General Policy, Finance, and Professional and Scientific Interests. The first would be done by the House of Delegates, composed of the officers of the Association, delegates from the state associations, the departments of the National Government interested, present national divisional organizations and the professional and scientific sections. The finances would be managed by a Board of Directors of nine members, three elected annually by the general membership upon nomination of the House of Delegates. They would have charge of all property and conduct all the publications and other business features of the association. The professional and scientific work will be carried on by the necessary sections, composing those now in existence and others that may be necessary. It will be seen that this parallels very closely the working arrangement now in force in the American Pharmaceutical Association, only that it gives the House of Delegates more authority than it has at present, and relieves the general sessions of the mass of detail work that it is now called upon to do. In addition, there will be the necessary standing and special committees, to be appointed either by the House of Delegates or by the President.

This plan would in no wise affect the present finances of the Association, because, in the first place, they would still be managed by the Board of Directors, corresponding to the present Council; and because, in the second place, they are amply protected by the closing sentence of Article V of the Constitution, requiring that any proposition to amend the Constitution for the purpose of permitting the expenditure of the invested funds of the Association, shall require a majority of seven-eighths for its passage.

If this plan should be adopted by the American Pharmaceutical Association and later by the state associations, it would bring into the A. Ph. A. a membership of between 30,000 and 40,000 pharmacists, representing every phase of pharmacy, and would in turn give to the state associations the major part in initiating and controlling the policy of the Association. Such a general membership, it is believed, would enable the A. Ph. A. to give the pharmacists of America a superior service at a very reasonable cost, and it is hoped that the member would be required to pay but one fee, which would carry membership in the state and national associations. Furthermore, the national association should not concern itself in any more than a helpful way with the work of the present divisional organizations, which are giving their members a needed service, and which should be heartily supported. This general organization will in turn enable the divisional organizations to unite in a concerted movement in any matter in which the whole body of pharmacy is interested, in which they are unable to so act at present.

The principal objections that might be raised as foreseen by the Executive Committee are that this plan would turn over to the state associations the entire control of the American Pharmaceutical Association; that it might affect its financial resources; and that it might, through the general work of the A. Ph. A., lessen its reputation as a professional and scientific body. It is hardly to be expected that the state association will come into a general organization and provide it with the necessary membership and resources unless they are given their proper place in its management; in addition the A. Ph. A. has already set up a House of Delegates to secure the active interests of the state associations in its work. The matter of finance has heretofore been dealt with. There seems to be no reason under the new plan that the scientific and professional work of the Association would be interfered with, because the sections which now carry on this part of the work of the A. Ph. A. are continued and strengthened. It should also

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be noted that the general association has the right of review of the action of its constituent divisions. Further objection might be that this plan apparently abolishes the local branches, but it was assumed that if branches are required in any locality, they could exist as sub-divisions of the state associations. Furthermore, it would hardly be possible for a national organization to have two constituent bodies within any state, which would be true if the state associations are made the units of the national association and local branches are also continued.

#### DISCUSSION OF SOME OF THE DETAILS OF THE REORGANIZATION PLAN.

BY HORATIO C. WOOD, JR., M.D.

The report of the Executive Committee on a plan for modifying the organization of the American Pharmaceutical Association merits the most careful consideration of every member of the Association. Because I believe that in "multitude of counsel there is wisdom" I am glad of the opportunity to give utterance to some thoughts that have been suggested by the report presented, especially so as it seems to me that in the way the report was offered certain points have not been properly emphasized.

I am heartily in favor of the basic principle of a closer affiliation between the state pharmaceutical associations and the national body. It has always seemed to me a rather anomalous situation that the various state associations should bear no organic relation to the national body. I think it must be granted that united, coördinated effort accomplishes more than scattered, individualized activity. The more closely the profession is coördinated the more successful it will be in accomplishing the purposes of its organizations. Since the basic purpose of the state associations and the AMERICAN PHARMACEUTICAL ASSOCIATION is fundamentally the same, it seems to me that the present lack of cohesive concert is a source of weakness.

There are, however, certain details of the plan which seemed to me to be of doubtful advisability and to these I should like to call attention.

1.—As there is no definition for membership in the A. Ph. A. I presume it is intended that the conditions at present stated in the by-laws of this organization remain in force. As the suggested plan is conditioned on the coöperation of the state associations it seems to me that we should offer distinct inducements to the state associations to accept it. If we are to expect the state associations to turn over their membership *en masse* to the A. Ph. A. we must be ready to reciprocate in kind. While, of course, we cannot adopt any rule which would affect the standing of the present members of the A. Ph. A., an arrangement conditioning future members on their previous acceptance by local organizations, I believe, would increase the readiness of the latter to join the movement for coördination.

2.—By the term "National Associations" referred to in the scheme of the Executive Committee I presume is meant such organizations as the N. A. R. D. or N. W. D. A., etc. I confess that it seems to me that the situation regarding these national associations is very different from that of the state associations. As membership in the state associations is open to the members of these national organizations I do not see what special advantage is to be gained by giving the latter separate representation in the House of Delegates. It is at least conceivable that in the future some national organization might be formed whose purpose would be more or less antagonistic to those of the A. Ph. A. and who, under this plan, could claim representation in the House of Delegates. Moreover, as there is no proviso about a ratio of the number of members and number of delegates from these national bodies by forming a large number of small associations they might acquire an undue power in the House of Delegates.

3.—The idea that the state associations would come in with 100% of their membership seems somewhat Utopian in its conception. We certainly could not expect that all the members of the state associations would be willing to pay \$5 a year extra for membership in the A. Ph. A. If there is no increase in the present dues of the state associations it would mean that the latter would have to turn over to the national organization a part of their present income and function on a materially smaller *per capita* expense than they do at present. I very much doubt if the state associations would regard this plan as feasible. Moreover, although I have no personal knowledge of the facts I am credibly informed that in some of the state associations the dues are smaller than they are in the A. Ph. A. I am told that in some states the membership is as low as \$2 a year. I cannot see how such organizations could turn over to the national body a sum large enough to pay for subscriptions to the JOURNAL to say nothing of the other activities of the A. Ph. A.

While the increased membership would mean a bigger income from advertisements in the JOURNAL I do not believe that these latter could be expected to pay the whole cost of this magazine. The only way that this financial difficulty could be met under the plan would be by the states turning over a percentage of their dues rather than a fixed amount; *i. e.*, if membership in one state was \$10 a year and in another \$2 a year the first would turn over \$5, for example, and the second \$1 to the parent organization. This, of course, would be manifestly unfair since it would mean that the member in one state was paying for the JOURNAL to be sent to some one in another state.

It seems to me that we can hardly expect the state organizations to increase their dues in order that they might have funds enough to turn over to the national body. There may be some members of the state organizations who would not appreciate the advantages of membership in the A. Ph. A. who would justly rebel at being forced to pay for prerogatives which he does not desire.

The only solution that I can see of this difficulty would be to abandon the idea that membership in a state association automatically enrolls one in the A. Ph. A.; *i. e.*, that a member of the state association who desired to enjoy the advantages of the national body would pay an extra sum beyond his ordinary state dues. If such a course be adopted, it seems to me rather too optimistic to expect 100% of the members to avail themselves of the opportunity.

4.—There is a little lack of definiteness about the nomination and election of officers. It is provided, for instance, that the Board of Directors shall nominate to the House of Delegates the Secretary and the Treasurer. I presume this means that the Board should offer the name of one candidate for each of these offices, to be confirmed by the House of Delegates. Apparently, the latter would have no power of nominating an opposition candidate in the House so that in case of a difference of opinion between the Board and the House there would be a deadlock. While I believe that as a general principle it would be preferable to give the House of Delegates some real authority in selection of these officers it seems to me that the present plan of giving the Council (or as it is called in the new scheme, Board of Directors) final authority in this matter is preferable to the possibility of a stalemate in the filling of so important an office as the General Secretary.

The nomination of the President, Vice-President and Directors is placed in the House of Delegates but as it is provided that the election shall be by mail ballot I presume that it is intended that the House of Delegates shall nominate, as is at present done by the Nominating Committee, several names for each office. I feel that the committee who prepared this report would have done well had they made this more explicit.

While I see certain weaknesses in the submitted plan, I feel that the Association owes a debt of gratitude to the Executive Committee and the Council for having presented a concrete scheme so valuable in its general principles, and I trust that it will lead to definite action by the Association at the next annual meeting.

#### THOUGHTS ON REORGANIZATION OF THE AMERICAN PHARMACEUTICAL ASSOCIATION.

##### A Study and an Appreciation and a Plan for Reorganization.

BY JOSIAH C. PEACOCK.

Organized in 1852, the American Pharmaceutical Association then offered, as its name would indicate, an opportunity to every worker in American pharmacy for coördination, for cooperation with every other worker. This was the first opening of this kind, and it was offered both to individuals and the then existent groups.

If—as that branch of medical endeavor which provides and dispenses the *materia medica*—pharmacy is an essential service to mankind, it must be protected, practiced, promoted and preserved. Then, what is more natural than that this conception eventually should appeal as a duty, and American pharmacists should decide to associate themselves, with these objects as their purpose? What further proof of their ability is asked than that of their foresight—for they drew no line around a particular portion of this field of endeavor; but circumscribed the whole; while above the wide and open portal of this new temple, which vision had erected in the wilderness of their day, they deeply cut a name, of which nothing less than their duty-purpose and its whole compass would be worthy?

With the ennobling thought which inclines all to believe that man should work with man, so that common good may result, each individual pharmacist and group was welcomed with his

problems, that all might help and all be helped—this thought has not relaxed, nor welcome hushed, nor portal closed in all these years. Thus have American pharmacists\* striven to give to pharmacy an unceasing, fostering care which is their responsibility. That in the course of these efforts there should, from time to time, develop situations which demanded adjustment with existing conditions is not only what history records as the progress of man in all human associations, but also evidences the need of constant supervision of human tendencies. To-day the divisions of labor, concerned with this essential service, are confronted with conditions which all recognize as having been brought about by economic changes during the past seventy years. The American Pharmaceutical Association, once truly representative of American pharmacy, because of these changes, is no longer so in fact; so that in importance, for both present and potential progress of the common cause, this occasion has only been equalled in its history when the Association was organized. This new occasion asks a new duty of the membership.

There is neither reason nor thought to reformulate or revise the purpose of this or any other association. There is only dutiful determination to have the American Pharmaceutical Association better understood and more effectively used by every individual and group for coördination and coöperation, as was originally intended. This done, it can again be as truly representative in fact as in name.

Because associations, like nations, grow from and with the individuals upon whose collective strength they rest, it should not be exacted or expected of every individual, in either of said bodies at any period of progress, to foresee and forestall all changes, not even those of the near future; assuredly not justly so, when there has been no history to counsel them in their plans for either individual or group action. Time alone can write the pages for such guidance for associations and nations; it is, however, just to ask those who have had the pain and benefit of experience to interpret these into deliberation which shall point to action.

As if to test the courage and endurance of its builders, the temple of pharmacy was scarcely visioned, when economic changes spread over the Nation, exempting few, if any, of the vocations; pharmacy fared no better or worse than others. Changes came in numbers and in such quick and close succession that traditions were as chaff before the gale; their presence was beheld with dread; their effect was yet to be understood, and traced back to the cause.

Time is required both to bring about changes and for comprehension of their full meaning. It is needless to dwell upon the lights and shadows which make the picture of to-day, except to be reminded that these shifting scenes, which shook a traditional sense of security, were not unattended by compensating good—for the vast array of inventions and improvements, in utility and pleasure, upon which the Nation has been so repeatedly called to look are viewed to-day as both cause and effect of all the transient disorder. At each stage, these things and changes were not only wonders because unthinkable a few short years before, but the source of much anxiety and joy, as their appearance and adoption, one by one, each time regave man the bread that for a season might seem to have been withheld. The thought of a division in tasks was rapidly ripening into a larger conception of man's ability to go still farther in specialized effort. This statement applies to American pharmacy as truly as to any other vocation. Indeed for this the storms have wrought another wonder—impulses until a few years ago, but destined to great good when understood—the individuals, having found their kinds, were driven closer and closer together, as the interest of one was gradually understood as the interest of the group.

Of the possible appalling effects of all the change from old to new none grips our attention as closely, nor fills our hearts more full, than that which reminds us of the confusion, if not misery, that may come to the totally unprepared from the changes which must ever be approaching as the result of a people's irresistible and unescapable development of themselves and their vocations. No other of these effects is so important for our guidance in this reorganization; these seventy years have written for American pharmacy a history which would seem to supply a model for every basic detail needed for its present counsel as to future prospects. For variety, these seventy years of experience are unmatched; experience advises organization and a continual

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\* The terms "pharmacist" and "American pharmacist" as used throughout this paper include every worker engaged in any division of pharmaceutical endeavor in America. The terms "pharmacy" and "American pharmacy" imply any part or the entire work, as called for by the context.

vigilance over both itself and organization; undaunted, the American Pharmaceutical Association emerges bearing the problem we have before us, volunteers to adjust itself, and expresses its determination to do so.

The future may have something new in store, but never again can time meet the pharmacist totally unprepared, for now he has experience. As better organization can be his only safety, let us in this reorganization strive to make it secure, in what features we may, for all time.

Reasonable time, during which to review the changes in pharmacy, having now elapsed, let us look into their meanings, especially of those within the association which American pharmacy first organized as the custodian and repository of its trust. It is an interesting story, in which we see the pharmacist endeavoring to conform to the changing order of things; as he proceeds, unconsciously demanding of himself better accommodations for himself. It is the human story working to its end in pharmacy; nothing more, nor nothing less.

During the first half of the Association's life, the majority in attendance was composed of individuals who had a general but an earnest interest in all subjects brought before the annual meetings. The specialized effort of a later day was in an early formative stage—as a change to be made in existing conditions by the few, it was looked upon with some misgivings by the many. During this period, most of the members who attended, as well as others, had been trained in every practiced branch of pharmaceutical work and manipulation. They realized the need of general knowledge and actual experience in these matters for, if necessity pressed, they might be called upon to play in turn all of the parts. Their books were the minds, the willingness, the voices of their fellows. Theirs were the circumstances and needs of all early days; they must have the versatility as well as fortitude of the pioneer; they must be equal to any emergency—and such must always be the spirit of the pharmacist.

This period was at once the morning of associated effort in pharmacy and the twilight of provincial economic life within our nation. With time, all in attendance were no longer equally interested in everything that came before the Association's sessions, and members asked for a divisional consideration of subjects to better serve their trends and ends. Specialization was taking actual form, and asked attention. Separation into sectional activity was granted at the end of the first half of the present years—all the sections have been consistently encouraged in their special work by the entire body. Those on education and legislation—after functioning for a few years apart—united in effort, for the demand of the pharmacist has always been for better and more education, and his appreciation of responsibility to the public was to be expressed in safer legislation that involved more learning. At first the scientific section dealt with the search for and use of pharmaceutical knowledge; later, the investigator and dispenser separated, each to employ the given time in better advancing their respectively selected lines. The commercial section offered opportunities to individual and group to develop matters of finance and business administration. The arrangement made possible and practical sub-division into any number of sub-sections, the necessity or desirability of which might arise in any specialization of the work and service which must have to do with the producing, buying and selling of the commodity around which the entire industry revolves.

#### DIVISIONAL ORGANIZATIONS WITH NATIONAL SCOPE.

But time was working such changes as must come to satisfy demand at least, if not actual need, so shortly after the arrangements for sections had been made, separate and independent organizations with national scope had been formed by each of the divisions of pharmaceutical endeavor. In a large measure these new associations were effected by members of the American Pharmaceutical Association, who felt they were pursuing a proper course in trying out beliefs. That it was their right to do this cannot be denied, and regardless of what the A. Ph. A. has been or might have been, the formation of these organizations must be accepted as an inevitable outcome of the operation of natural law, for it is just plainly instinctive that each division should desire to assemble away from every other influence, there to be in charge of and in conference on its own particular matters, as does the individual. These organizations are designated by happily selected names which both describe and circumscribe their range of eligibility for membership. That they have served a very useful purpose and year by year develop more highly their chosen conception of group interest has abundantly justified the thought and labor used to create them. Unrest called for them; therefore, sooner or later they must be. American phar-

macy may well rejoice that all of them are here with years of experience through which to look upon both past and future, for the good of all. Although formed to further the particular needs of their special division, some measure of their attention must be accorded pharmacy as their basic interest—an inalienable relation which makes of each and every one of them a part “of one stupendous whole”—American pharmacy; and there is a strong kindred feeling among all of the divisions.

Such have been the shifting scenes within pharmacy itself, and anyone who stops for retrospection can scarcely dispute that all of this was unavoidable. In the light of this experience all divisions of American pharmacy are called upon to-day to consider the unusual opportunity for benefit of both pharmacy and pharmacist which reorganization will make possible.

To-day the American Pharmaceutical Association is the only national field where, as individuals, members of all divisions may go for consideration of all matters which pertain to pharmacy. Now, as before, many A. Ph. A. members are also members of one or another of the national associations of specialized concern. These individuals cooperate within the A. Ph. A. but, of course, only as A. Ph. A. members. Gratifying it is, upon scanning the personnel of officers of these national associations, to find such a large part of them members of state pharmaceutical organizations and of the American Pharmaceutical Association—consideration leads them to believe that their names should be on all such registers to which they are eligible. That is the spirit which silently yet surely works the miracles of progress; this interlocking membership holds up much encouragement before us in this reorganization; for, after all, we are to deal with and be helped by these pharmacists by whom better and closer organization is being regarded as more and more desirable.

The situation to-day is not that the members of the A. Ph. A. do not willingly and cheerfully cooperate—economic changes have made it desirable for the members of divisions to enter special associations—but the essential care for pharmacy, which is their mutual interest to preserve, demands an association of national scope wherein all divisions may associate in order that the decision of this association shall be representative of American pharmacy in every respect. To-day there is no association with such accommodations and influence; but all agree that there should be and can be. Certain it is, if pharmacy is to have the crystal conception to which it is entitled in the lay mind, pharmacists must comprehend this service and their responsibility to it in a degree that must enlist their individual support, interlocking it where possible for greater strength. There must be a fixed appraisal of pharmacy and pharmacist that is indelibly stamped and inflexibly stated. All of this may be accomplished if arranged for in this reorganization; it is foreseen that in this adjustment the individual can be offered an organic membership through local, state and national associations which will be an actual citizenship in American pharmacy, comparable to his civil citizenship. This advantage has long been coveted by many; it redoubles the influence of membership in each successive step; corresponding benefit and progress for the individual accompany it throughout; there is no individual which this reorganization can help to the extent that it can the retail pharmacist.

This citizenship is now regarded by practically all pharmacists to be quite as essential in the safeguarding of pharmacy to those trained for its purposes as any similar enlistment is in the preservation of another vocation, lay or professional. It is believed that the appreciation of this citizenship will cause it to be widely accepted, with the result of a greatly increased membership; and only a larger number can be properly indicative of the entire citizenry of pharmacy. But we must have our opportunity for citizenship before we can have our nation. A greatly increased membership can best serve through delegate representation; accordingly, this form of procedure also has been recognized; and nothing but a broad scope of membership and delegate representation could be in harmony with the theme to have A. Ph. A. truly representative of American pharmacy. No more favorable condition for ethical culture in pharmacy could be asked for; and an encouragement toward an understanding of ourselves is what we constantly need—that we shall keep steadily upon a self-conviction whose foundation is in truth, and from which alone can come the only trustworthy help, the moral support of the individual. To-day, the position of the American pharmacist parallels that of an inhabitant of some province. He must continue to be “a man without a country” until this citizenship is established and opened to him. The writer attributes to every American pharmacist the desire for this republic of pharmacy, of which all should be citizens, and of which citizenship all may be justly proud. Only when such constitutional construction for government in pharmacy exists can true patriotism in pharmacy be hoped for and realized.

During the last two decades A. Ph. A. thought has firmly dwelt upon the one shortcoming of the Association referred to as brought about by economic changes; for half this time it has been equally aware that to reënter its original relation in representation, nothing but its own organic law would need to be revised. Time has matured its conception until this revision is now volunteered by the Association as its duty to American pharmacy. The spirit of the founders is evident in the decision that the government of American pharmacy shall be in accord with the traditions of our national government.

The American Pharmaceutical Association has had much imagery forming and dissolving within its mind to this end; it has long struggled as though to translate instinct into thought, and that in turn and time to action. But, unquestionably, reorganization will shortly be undertaken, for the present expression of the Association is an intelligible utterance, that asks examination of its every function and then—the remedy.

#### EXECUTIVE COMMITTEE PLAN REORGANIZATION.

At the New Orleans meeting, in 1921, the Council instructed the Executive Committee to study this matter and present to its meeting in Cleveland in August of 1922, a comprehensive plan for reorganization. The Committee has prepared a plan and specified certain features in an explanatory statement which accompanies the plan; both are published in the *JOURNAL OF THE A. PH. A.* for April 1922, pp. 266–268. The submitted plan is now before the pharmacists of the country for comment and criticism. The Executive Committee is the architect in charge. The explanatory statement informs us that the plan, as submitted, is the view of many who have considered the matter. The following quotation from that statement very clearly outlines the purpose of the change and the immunity of all associations from other than beneficial effects. “The organization as outlined is intended to create a forum where all pharmaceutical associations and societies may get together on common ground for their mutual benefit, without losing their individuality or necessitating a curtailment of their activities.” “It should be noted further, that the reorganization as here set forth will not necessitate the making of any great change in our Constitution, nor will the present funds of the Association be affected in any way.” Those who study the plan and statement must be impressed with the truth of the quotations.

The writer's hope in offering these thoughts is to warn against a foreseen delay, and some minor complications without attempt to provide every possible advantage.

There will undoubtedly be many views for many are extremely interested in this subject; but none will be for progress that does less than the submitted plan sets out.

In the light of the Association's experience, let us proceed with impartial mind to a consideration of the main features submitted. The task warrants circumspection in all of our approaches; let not the mere sound of words alarm us, let us get their significance; nor let us accept a statement as conclusion but work up all expressions, simple and complex, into our own logic to find their actual, their lasting value; deal only with facts to avoid unsound reasoning; let us not cloud the problem with things neither intended nor possible; be frank to admit all defects, no matter where; concede all opportunities for improvement; and though it means self-effacement neither overlook nor underestimate a single feature for the common good. Let us neither be stampeded into objection nor corralled into support of any plan, but study the plan submitted and the needs as we know and find them. In the most practical of words, let us treat it as a business proposition of our own, and let us compare it side by side with the details and privileges of our citizenship in the Nation and the advantages which have been derived from it. Each of us would want to build our own business plan first in our own fancy; as this is our own business plan, let us do just that thing here. All know it is beyond the ken of mortals to lay a plan in all detail that can be assumed as perfect in operation until tried year after year, so that the major features alone need be considered at any length in print, although the details should be consistently tried against all seemingly important parts.

The plan is a stride forward in proposing a citizenship and delegate representation; and it makes plain that no other association will or can lose any of its individuality, prestige or possessions by cooperating with others within the opportunity to be created. Nor does the A. Ph. A. part with any of its assets, tangible or intangible; not one cent of its funds will be transferred to another; indeed, if we visualize an A. Ph. A. reorganized under the submitted plan we must be convinced that it still is the A. Ph. A., with the same purpose and the same funds. It could not be otherwise for not a voice will be heard that does not hold individual membership in the new



Association; the qualification of the delegate through this exaction of personal membership is an underwriting of the whole policy against any and all causes for apprehension that may be suggested. No matter, then more than now, how much or little is done, wisely or unwisely, it will ever be the A. Ph. A. because of this constitutional provision. So that from every point of view and fact the submitted plan is an offering by A. Ph. A. members to those eligible to membership and those already members; over and around our every consideration of this project let that fact hover as a recollection. Nor can there be more room or reason for apprehension with reference to sinister efforts or objects, when, under the auspices of none but its own citizenry, the Association is less exposed than it could be under the provincial-like nature of the conference which exists at present, in both House and general sessions.

The plan seeks, of course, to enlist an interest in organized pharmacy that will eventually have, because of evident benefits, the financial as well as moral support of every American pharmacist, both of which it hopes to warrant. Only those holding citizenship are permitted under any condition of government to represent other citizens—and as Congress offers an opportunity for citizen interest in civil affairs of national scope, so will the new A. Ph. A. offer similar interest in pharmaceutical affairs of national scope for its citizens. To the extent that Congress reflects the sum total of civilian interest, so will the reorganized Association correspondingly reflect its citizens' interest. Since associations grow as nations do we should compare our citizenship in both as we proceed in these thoughts, checking up all along the affairs of life outside of the realm of pharmacy, in order to discover whether the submitted plan offers as large a freedom without a greater exaction than does our civil citizenship.

The most important change contemplated pertains to that present part of the organization called in the submitted plan, as now, the House of Delegates. To-day this body, because of the privileges accorded, is composed of two classes of representatives from other associations, namely: delegates from state associations, having the right to vote, provided they as individuals are members of the A. Ph. A., and delegates from other associations and related bodies, who may participate in the discussion, but are denied the vote even though, individually, they are members of the A. Ph. A. To-day, and in the submitted plan, the conclusion of the conference in the House of Delegates is reported to a general session of the Association, to be disposed of, to be rejected or approved by the decision of that portion of the membership present at this particular hour, irrespective of its proportion to the whole membership. This situation is the most critical of all that reorganization asks us to consider.

In the opinion of the writer, this withholding of final power from the delegates is a defect, the only fundamental one in the submitted plan. We should here refresh our minds with reference to the organization procedure and finality in decision with which our civil citizenship has invested our civil representatives. In the course of this article additional thought will be given to this adjudged defect.

Some consideration may now be given to the use of the proposed conference opportunity, or the forum, by state associations and other organizations for mutual benefit; it being remembered that eventually the individual is to be organized into the A. Ph. A. as an eligible because of his membership in a state or other association; patterning his citizenship after its civil analogue. For years the belief in organization has had deep root in the minds of pharmacists; rarely do we find one who is not convinced of the actual and potential advantage of thus grouping the individual. The absence of his name from the membership list where he is eligible would not alone disprove our belief in his conviction to the advantage; while rarer still should be the association that would not be both willing and anxious to participate in that all-inclusive citizenship association which could represent every division of American pharmacy as well as every pharmacist. Truly, if there is virtue in the argument that the individual should pass into the smallest of the associations, there is equal reason that these in turn should associate until all are fully organized, as contemplated in the plan. No other course would be defensible, and reason would have lost its cause to folly, or to other weakness, if aught else were done. Acceptance of this truth brings us to accord on the need of organization of all divisions.

Except to follow out the foregoing thought—to learn where it would lead—there is no need to give it grave concern, for all evidence indicates the heartiest of cooperation by all of the associations. For several years past the states have been represented in numbers equal to that required for ratification in the submitted plan, while the national organizations have been

constantly in attendance per delegate. There can be no doubt that the state associations are not only wanting but waiting for some such arrangement as a means of developing and extending their organization ideas and efforts—bettering their publicity, improving their legislative talent, and increasing their membership. All of these things are the very life, growth and betterment of every association. What an opportunity for good is in the talent and experience of all the state and other associations if they are brought together within this national guardian of the common interest, instead of relaxing their influence at state or other prescribed lines, as now. No longer do state boundaries mark the limitations of interest by pharmacists in progress or in practice of the calling; as citizens of the Nation, aside from their vocation, they have a national interest in pharmacy as a health measure—as pharmacists with a national influence, they would be equipped for better protection of the public health.

There is no thought of absorbing or combining with another association—there is no association to-day that is in the least superfluous. All are justified, as we have seen by an examination of the economies and proprieties by which they were brought about. That there is no competition between the divisions of endeavor is freely acknowledged by all; that there is no conflict between any of the associations is equally admitted. That they are willing to cooperate is evinced on every hand; conferences abound to which representatives from all are welcome. But even such conference by any number or all, to-day, would be unable, because unwarranted, if necessity called, to speak for all American pharmacy as a unit, as Congress can speak for the Nation. Reorganization offers the voice which is needed, but which will not be used unless its act is truth in representation. Each successive conference has brought all nearer to the recognition of this need, until to-day no moment would be lost in using it if occasion seemed to warrant.

Again, in reason, there can be no interference or friction between branches of a common stock which in their growth expediency and time are training away from an equal consideration of actual pharmacy. They who study association effort will be brought face to face with the fact—that as the expediency of business more and more diminishes consideration of pharmaceutical matters the greater must be the need of an association devoted to the protection, practice, promotion and preservation of pharmacy for the benefit of all whose businesses are based or built upon it. This is said without the slightest intent at disparagement, and only after mature reflection on the desirability of emphasizing this situation.

To-day there is no organization that could undertake to accommodate the representation sought, and only the American Pharmaceutical Association could properly retain its present policy and name in such an undertaking. Every other association is so founded and constructed that it would have to be dismantled to the lowest layer and entirely reconstructed to suit the purpose. We have now seen that no individual or association is asked to give up any right or possession, but that they should all benefit through their citizenship in pharmacy; and, we have also seen that of the existing associations, with titles indicative of national scope, the A. Ph. A. alone is tenable for use after change by all American pharmacy; for it alone has the purpose, the policy and the name, which are essential to the end in view.

Any new organization which will attain the objects sought, no matter by whom brought about, will be worthy of support by all. Of matters, which would seem to indicate duplication of effort by pharmacists, the accomplishment of such result outside of the A. Ph. A. is the only possible chance for duplication or actual overlapping in effort. All other forms of effort made for and all manifestations of interest shown in its membership by any association, or on account of the individuals in any particular division with whose special interests it is primarily concerned, are but open privileges, in kind and degree of efficiency, of every other association for such beneficiaries as choice may give concern. The more generally this is practiced the better and sooner must be the consideration that pharmacy asks for itself. Regarding such features the recorded opinion of representative American pharmacists is that these activities would be a strengthening of effort and of manifestation of influence, not a duplication. No association undertakes to do some of the things which could be done under an association that embraced all, but all are contributing effort toward the eventual development of such service to all pharmacists by a final association.

It has been suggested that if this arrangement of associating the associations was not soon undertaken by the A. Ph. A., it might be done elsewhere. It can be done outside of the A. Ph. A. as we have just agreed; all want it done somewhere; and, until it is done, it will be talked

about as a possibility. But, no matter where done, the credit and glory will be for those associations which cooperate in the doing and not to the mere place wherein it is done. But why build another house upon the only sufficient plot of purpose already so well covered by the A. Ph. A.? There would seem to be no room or reason for another structure to typify its purpose; there is, however, acknowledged room and need for such change as will permit the workers to cooperate to better advantage, so that neither effort will be wasted nor purpose fail. If it is believed that there should be a national association of state associations, aside from the arrangement which the submitted plan includes, or any other group that does not now exist, let us encourage their formation, that their true value may in time be found.

But there seems little or no need for such movement by state associations before the matter of reorganization now in hand is disposed of; nor at any time, aside from what effect it might have to induce adoption of a reorganization that would include the inestimable value of the state associations; for reasons hereafter given, that, wanting, as we do, integrity of order and progression in the plan to be adopted, let us recall that—in offering to every pharmacist in the now unorganized pharmaceutical population the privilege of citizenship (with the right of suffrage, which acceptance at his pleasure brings)—we contemplate, effect and operate an actual association of state associations as the very stock on which will be grafted all further efforts of improvement through the circumspection needed to assure the life, growth and betterment of every division of pharmaceutical endeavor. Then, why need the states further concern themselves with a separate and distinct organization of themselves? Especially since it would have no interest as an effort at specialization for the individual in which all such members would be equally concerned; and without which common interest it could neither justify itself, nor long survive.

Because of the scope of membership and the method of its progression through the state associations, as comprehended by all the plans, it is only to provide due consideration for each and every division's peculiar interests, strictly as such, that any plan need deal with representation from other source than the states. But representation of all these interests must be secured to the divisions as both promise and desideratum of this reorganization, whose proposed forum will offer opportunity for that coordination of these particular interests which must be had before the moral and financial support called cooperation can be effective. Since coordination must precede cooperation, we should aim to develop it to an equitable, an advanced ethical, degree. For this we recognize the need of delegates from national associations of every division of effort in pharmacy; these delegates to be in the capacity of *Representatives at Large*, whose special duty will be vigilance over coordination. Then does it not follow that every division should have a national association; and that such as now have none should proceed to organize them? The retailer, wholesaler, manufacturer, hospital pharmacist, teacher, board examiner, and civil government workers of both state and Nation in every department concerned, and the like of all of these should eventually, if not at once, be organized into national associations of their kind, from which representatives shall come to the A. Ph. A. to take part in attaining and maintaining uninterruptedly this coveted coordination. Theirs is indeed the super-task; the honor and the honors of the things are theirs alike.

We are now quite well satisfied that the proposed change is needed and that with final power for the delegates it meets all present demands in so far as we can see them; we are equally convinced that to-day the accommodation can be had only within the American Pharmaceutical Association. This being true, does not wisdom say it should be done therein? Agreed on all these points, the next step will be to make such alterations as are needed for the new tenant.

#### A CONSIDERATION OF THE PLAN.

To thoroughly avail ourselves of the suggestions by the Executive Committee, we should survey what now is, and, after forming a definite idea of what we have and what we think is needed, compare the submitted plan with our own plan and offer our thoughts to the Association. The writer has tried two methods of approach. The first was to study the submitted plan alongside of a criticism of it by another writer. This method proved unsatisfactory, for he recognized in his efforts a tendency to reconcile the other's thoughts in compromise, and perhaps accept that as sufficient for the time. Convinced of the uncertain value of the method, he undertook, apart from others, the task of conceiving upon the plot now occupied by the American Pharmaceutical Association an edifice to meet the needs sought for to-day, and some accommodation for the

future. By this method of giving thought to the subject, the true value of the A. Ph. A. more than ever engaged and filled his sense of appreciation.

The entire structure was scrutinized "from turret to foundation stone." These are the findings:

Its foundation and wall of unending concrete care resting on rock of human need are buttressed within by zeal and without by caution. The purpose—which as corner-stone dedicates this temple to the ages—still plumb, level and square as when first set, may well be left unprofaned by touch which could not make the truth more true. In length its wall—by encircling all—proves its sufficiency for remaining time; in height—adapted to the loftiest motive and aim; of thickness—in strength a fortress, unshakable from without; no need or reason here for change, impossible to have more, imprudent to have less. The roof—impervious 'neath torrential storms and blistering suns whose fury never shall be equalled—'twould be folly to disturb. The entrance—devoid of awe in forbidding face and repellent gesture—proclaims open house, as to a life-long friend. The very floor beneath our feet is in design a master mosaic of the efforts of the faithful, securely laid as far as they have gone; it is for us to add to this; within the future must complete. The light—abundant, not garish, helpful. The acoustics—perfect (one can hear whispers of encouragement from the past). The atmosphere—congenial in temperature; refreshing; ozonic with the new.

The finish of its every part shows willing work of freemen's hearts and hands. It would appear a temple imperishable, if temples never crumbled from within. What then is there to change? I saw the faithful who bring their treasures of effort here for offering. For half the time, with mine own eyes I've watched them come and go; before this vigil, I know them from the written page or comrade's lips. Their offerings are not made in mere empty self-defense, for they give their lives as well. (But that's the secret of the sphinx—Devotion.) No partitions but the lines of duty needed in a common cause; none other find we here, and they alone need change, since "new occasions teach new duties." But would it not be well to have experience take her brush and here and there with magic touch connect those hitherto unmeaning lines upon the walls of thought into the picture of to-day; that as the now-known allegory of our common cause it may greet the gaze for future guidance?

What shall be the lines of this new duty? Further thought laid a plan and tried it from every conceivable point of attack for faults and weaknesses. The features of the submitted plan, thought suited, were appropriated bodily as needed for this purpose. The following outline of the plan gives sufficient detail of methods of functioning, and particularly specifies those features of personal privilege with which all should be concerned. The details of committees, sections, similar and other minutiae may be left to be, hereafter, properly coordinated. The writer asks the closest study of the plan here offered under the same caution as that elsewhere advised.

#### CREATION OF THE HOUSE OF DELEGATES.

Taking up now consideration of both plans, it will at once be obvious that the change to delegate representation centers attention chiefly about the House of Delegates. This being true, to further test the offered plan for merit and defect, the House of Delegates was traced from its creation by resolution ten years ago to the present, through its entire life, past its establishment in a somewhat greater security through by-law action six years ago. Its life, its functions and its experiences have been searched and the findings laid beside the offered plan; every anomaly of its duty and power has been weighed; the comments and criticisms on its use and uselessness have all been noted—all for the purpose of understanding where or to what it has been leading. Tethered as it has been, it could go only so far. That it had wearied of its lot is little wonder, for not only were its actions restricted, but these were altogether dependent upon the will of others.

It would be inconsiderate to say of all history that it is a record of opportunity lost to co-operation; it may be inconsiderate to say that same thing of the last few years of the House of Delegates, but the evidence directs attention to the possibility of such loss, even though it does not justify complete condemnation. Whether the suggestion that established the House was but an impulsive offering of the hand, or whether it was advice laden with prescience that the motive behind the extended hand must have time to coordinate itself as well as be understood coordinately by others, none, perhaps, but its well-known author knows. The act, however, struck a responsive chord among other associations, as is so splendidly shown by their willingness to grasp this token of fellowship. Year after year they have come and conferred, withstanding

with genuine tolerance the restrictions under which they were present. It would seem that all the assurance anyone might ask has already been answered here by action. The writer believes that all of them are just marking time till a reorganization that permits of actual participation has arrived, others may wish to look for further evidence before deciding; but can these facts be known until the opportunity is opened? No meeting, call it conference or what one will, that is not empowered to make decisions for those it represents will or can do more than bring the delegates together for a better tolerance of each other's interests and views. It is like a groping in the dark by the constituency for something instinctively wanted but not attained, because of a dreaded uncertainty in the one next step which must be taken to reach it. Of course, caution is a determining factor in instinct, but why need the A. Ph. A. hesitate to take this one remaining step, either for itself or others, when it is remembered that in doing so the Association is still within itself?

We point with wonder and admiration to other American organizations, with responsibilities of related type, which we believe have an enthusiasm that would indicate they had found the way to largest things, and all the while we know they reached their present state by struggle that eventuated in a decision to take the final step.

Although the time of the House of Delegates has not been used to every apparent advantage it has been of some avail to all, for it has furnished that period in the scheme of things during which the instinctive wish of the groups for consideration has been gradually tempered by the circumstance of contact in conference to meet to-day's need in reorganization. For sheer personal association offers the opportunity to lessen doubt and fosters tolerance; tolerance established, in turn diminishes fear, making room for confidence, which then appears; and when fear is gone reason reigns. This last condition is unquestionably the state of mind and the soulful spirit of all who have attended the House of Delegates, but that only a by-law (of the House; chapter II, article I, paragraph 2) barred all from some real coöperation for immediate good is what might be taken for a loss of time and effort. May we not ask, have we not had enough encouragement from our invited guests to take the one next step needed to remove this by-law barrier?

#### THE HOUSE OF DELEGATES IN THE PLAN.

The insufficiency of the House has long been understood. Both its most valiant friends and its best meaning opponents have contributed to its progress from an expedient to its present prospect of usefulness. In the dark searchings of both friend and foe for something better, more than once the cry has been "either abolish the House, or make it worth while." These are the impulses which must finally be transmuted by thought into action. As regards disposal of the House, the plan here offered is a paradox: it both "abolishes the House" and "makes it worthwhile." And, if by any chance, the House should have to lay its name, but not its life, upon the altar for the Association, it will have served as only martyrs do. Aside from any concern in disuse of name, let us consider and decide upon the power that should be given the delegate body, for only through the limitation of its power by the submitted plan does it require a special designation. With final power it is the operating Association; with less, it fails in the actual fulfillment of the rights and efforts of our proposed citizenship. The submitted plan leaves it exposed to the futility of the past.

Let us visualize the circumstances under which our delegates must work for that progress and benefit we expect of them and we shall see that to give them less than final power is but to jeopardize the purpose and strength of their work to veto from the floor; and more than this, but finally, it puts the decision of delegates representative of the entire membership into the hands of that portion of this citizenry present at the hour. This will be as true with a 30,000 membership as with a 3,000 for, unless all human expectations fail, there will be an average percentage attendance; nor would the appearance of the entire delegate body in general session to support their opinions be either a sufficient or dependable guarantee of the adoption of their acts; nor should such expedient be imposed on men who in accepting the responsibilities of the delegate must understand their obligation to the whole.

The plan offered here revises the individual voting privilege to conform more closely to that granted by the state and Nation. The mail ballot for electing officers is retained un-

impaired for the entire membership. Like the submitted plan it requires every delegate to be a member in fact, just as civil law demands of civil representatives compliance with its rules of citizenship. This revision of the vote may appear either a great obstacle in our way to progress, or the most effective help and patriotism which the individual can render both our present and proposed pharmaceutical nation. As an obstacle it is easy of removal, because such action will reflect the belief of all members in the efficacy of organization, through their individual volition to concede equal rights to all—a fundamental ethic, that is but justice to one's self. Citizenship in pharmacy then, as in civil life, demands an equal franchise, whether used or not. It is this equity which begets the confidence that cements our Nation. It must now seem reason that to do away with present session action on the House's decision is to create an interest in this equal right that will beget a lasting confidence in every individual and group, not otherwise obtainable. Let the representative be responsible only to his constituency, whose privilege it is to select and reject and who will continue to elect the Executive Committee of the Association by mail as now. This mode of referendum to the equal right of all may always be turned to when emergency warrants. The franchise right of the citizen of pharmacy to send his choice of delegate would be in his mind no trifle unworthy of attention and use. He could feel that he is actually part of pharmacy. A careful examination of such advantages as these, from the establishment of this confidence, would seem to supply a sufficient reason why this revision of the scope of past prerogative should call for no other than unanimous consent. Especially is this warranted when we compare what we yield in our civil analogue, with no more prospect of appeal than here. There is no curtailment of the member's privilege to confer and be conferred with by any individual, section, committee or other division of the operating association. Special talent will be sought and should be offered as in the past. The voting privilege on the floor of the sections is continued, as it should be for these divisions of special effort.

Attendance upon the annual meetings need not lose attraction because of revision of privilege; it is for each to decide whether he prefers to be a representative in the business sessions, or worker in the sections, from where there is also delegate representation. The sections, as now, will offer a variety of interests, and will undoubtedly be greatly improved as the new order unfolds. The sections are admirably adapted for conference among those who labor with the problems handled by them, and cannot be dealt with for general good except by permitting participation by all, as now.

As to opportunity for office, there may be sufficient openings even from the start to require a large part of the present average attendance, especially if the feature which relates to this in the plan here offered is adopted. There will be work and the satisfaction which it brings, for all; so those who would can surely take their place in time and turn.

Recurring to the vital consideration of the House's power, there can scarcely be more than postponement in granting final action to this body, and in the face of the full knowledge that we must be called upon to again reorganize, before the echo of the present word is stilled. If "procrastination is the thief of time" then surely such hesitation is but "an accomplice before the act;" and history will need to write a page of opportunity lost to coöperation. If we are competent to interpret experience into deliberation for guidance there can now be no doubt of our being ready and fit to take the full and only sufficient step into real reorganization. Let us not try to reach it with one hand while pushing it from ourselves with the other. If it is longer withheld, only to break the shock to any present complex, we must not be unmindful that the momentum of our progress may, unknowingly, suffer quite as much from some other aspect equally exacting.

To give the delegates final power is to create a responsibility that will be more earnestly accepted than the vagaries and futility of their former state; nor can it well be either hoped or expected that less will much longer attract and hold those accustomed to assume responsibility, and make decisions in important things. They should be given final action, and given it to-day. The submitted plan could be given the writer's full support except for this shortcoming; all other features are insignificant compared to this.

If this is the only imperfection in the whole proposed institution, let us proceed in simple duty to American pharmacy to make the rules conform to the purpose. But since it is no less a duty of the A. Ph. A. to itself, why ask sanction of another? Or why not refer it to every association that is concerned, if referred to any? The duty with its full responsibility rests on

the present members of the A. Ph. A. They can do no more for American pharmacy, and knowing it, they should do no less. As American pharmacists have never failed to do their duty, as they see it, we feel assured that not only will reorganization be accomplished, but that it will also conform to our national traditions in citizenship; we must not forget that reorganization is a volunteered duty of the A. Ph. A.

The attendance of delegates from the many state and other associations, in the past, must incline us to believe that, eventually, under favorable auspices there would be few absentees; but in no event can the A. Ph. A. be less authoritatively representative than it is now. While the thought that participation in such new order of things, now the duty of the eligibles to themselves, suggests that time may elapse before full complements in either individual citizenship in pharmacy or association representation by delegates in the A. Ph. A. are attained. Participation cannot be exacted, it must be voluntary under all circumstances; there can be no proper participation until, as in civil life, the citizens convince themselves of the need of it. And, as in civil life, not only that portion of its organized citizenry which devotes attention to the operation and operators of government but all others do tacitly, and must lawfully accept the dictum of the representatives of those who give concern, so likewise must the nation of pharmacy both operate and acquiesce. All practice supports this conception.

Somewhere between the extremes in participation we must prepare to find ourselves, as we work out this next step in our evolving association life. A gradual acceptance by individual and group, and an average participation by delegates, should be depended upon from the start. There are matters for consideration with which each individual, not now a member, may want to acquaint himself, that he may better comprehend the possibilities of advantage from this citizenship, by comparison or other method. He may wish time to decide for himself such things as these: That to-day, membership in the A. Ph. A. is entirely the representation of one's self working singlehanded, to no effect at representation other than of one's self—then, membership will be work at representation of all the divisional groups for the individual's benefit. To-day, it gives only what the individual can do for himself as an individual; then it will give what the divisional groups can do as coöperators for the individual. To-day, its influence is as strong as the interest of the individual makes it; then, it will be as strong as the divisional groups make it. To-day, the names of the associations may be likened unto a list of "Colonies," where citizenship stops at provincial lines; then they will be The United States of Pharmacy, with a national citizenship and an equal boundary.

#### REORGANIZATION SHOULD GIVE MORE TO ALL AND TAKE FROM NONE.

If a plan can be set up that gives more to all and takes from none, and shows mechanical freedom of motion and power for result, why not start at once by adoption, and put in process such changes as are needed in constitution and by-law for the promptest operation? The plan offered here involves no more waiting than the submitted plan.

Under such new order of things American pharmacy is equipped as never before, and for all time, to devote a constantly greater care to the protection of pharmacy in every aspect for the good of all of the divisions of the industry. And, as we have seen, this will be more and more necessary to all divisions as time goes on. The sections of the Association will have this care as always. The sections are indeed, even to-day, but the offspring of the Association's original purpose; produced in natural functioning to perpetuate itself. They must be continued. The separate organizations which exist entirely apart from this Association for specialized effort of their respective divisions should be encouraged by all, for they are needed, as we have actually seen. Although their problems do partake of commercial consideration, there is need for a commercial section in the A. Ph. A. Commerce is a common care of all, for the matter of market in drugs is of prime importance wherein certainty of supply is a consideration that takes precedence even over price in the affairs of all divisions; besides there will always be pharmacists who, as a matter of choice, are developing the ways to profit from the application of a greater attention to pharmacy than to the merchandising of side-lines. This section offers, as it always has, conference advantages to all divisions.

The pharmacists and allied workers in the Government service should be given a section, as has been done for the hospital pharmacists. From the section of U. S. pharmacists, as a con-

stituency, representation may come into the delegate body as from other accredited sources. Need of like arrangement is plain, when we remember that as delegates from the departments of government, they could not commit the Nation to a policy, but can act for their section. The present Council remains almost unchanged except in conforming its name to usage of corporations, by calling it the Board of Directors.

The detail of nine vice-presidents selected for geographical representation, or of five taken at random, but in both plans elected as chairmen to specified positions, permits of some choice in decision. With state representation in effect, allotment of nine vice-presidents by geographical method would not appear entirely necessary; besides the selection of suitable names in nomination proceedings displays some difficulty, without much obvious advantage. The selection irrespective of location simplifies nominations very much.

There would seem to be needed at least three, perhaps four, large committees as indicated in the plan offered. The number of states very likely will always be about double the number of other sources of delegates, assuring a geographical influence of a very desirable kind. Besides, the states as groups will eventually represent all individual members of all of the divisions. The retailer will always claim the greater number of citizens in pharmacy.

Making a plan effective is no unimportant part of the plan itself; there is no putting aside of the elements of time and doubt in this connection, if we are to expect every pharmacist in America to consider entering into this citizenship. There is every reason to employ that time to better the result of any given period. Man involuntarily demands a certain measure of manifestation as proof of his security before he exacts the promise of profit. That measure must satisfy his sense of proportion in self-love; it must appear to compensate for all his risk, real and imaginary, if not, indeed, guarantee a later profit. Let us be careful then not to set up retarding or other temporarily inhibiting influences to the plan's adoption; better that we ask the least that need be asked. If understood by all for whom it is intended, when first offered, the task would be less difficult. While we have convincing evidence of immediate acceptance and participation by the groups, we should reckon with an average acceptance by the individual of the complete and continuous citizenship. Entrance is likely to be undertaken at points from which none should be turned away but, if possible, accepted and at the time their citizenship amplified as far as they will cheerfully consent to participate. The spirit of this new life will be contagious. Substantial acceptance can come only from individual conviction; general acceptance only when a sufficient number have demonstrated the practicability of it; later generations will be born to the manor. The movement of any composed group as an opportunity for individual betterment must be viewed as among the first impelling causes for individual acceptance by any very large number.

Demonstration has always been required of mechanisms; as much will be asked of the plan. Demonstration is better evidence than description, whether of mechanism or plan. There is nothing better with which to prove the words quoted from the explanatory statement of the Executive Committee; demonstration will assuredly substantiate them in every detail. The demonstration must be financed by the A. Ph. A. itself. If it does not ask for assistance in opening this great opportunity, it will not expose itself to questions which will be thoughtlessly employed to the end of producing much temporary indifference, instead of exciting a natural curiosity that leads through admiration to adoption. Nothing can make a better impression on the prospect than a complete financing by the demonstrator—this indicates confidence in his mechanism. While the two plans contemplate both moral and financial support by a gradually increasing membership, it would seem judicious for the present to continue with the method of having each new member contributing his own support as dues to the A. Ph. A., and with this as a starting policy proceed until past the initial stage of demonstration. No simpler plan for present needs can be conceived; none less objectionable; none more safe. Any adjustment or combination of dues as part of the acceptance will, at this time, introduce an unfortunate objection to any plan which carries it. A better rate of dues, for what is had, can be arranged when, after reasonable demonstration, economy of administration will point to benefits which cannot be disputed. So until then, and thereafter, to be eligible every delegate who comes must be a member of the A. Ph. A. in his own name, by payment of its customary dues.

It is true that more money will be needed to operate the larger scale of things which will be both possible and desirable under the new order; but all of this will be forthcoming in time as



the membership grows, and it is just as secure and quite as certain for the success of both purpose and plan that the feature of greater overhead should be gradually assumed, as the sustenance for it comes from the growing membership, in the form of an individual fee as now or, perhaps, a group fee later. A full-time Secretary will undoubtedly be needed without delay. Readjustments of present expenses will, of course, accompany any new allotment of duties to paid officers. All committee expenses will be met as now; there will be no need for a House of Delegates fund.

The plan offered here asks only moral support by other associations, at this time, without regard to numbers in interlocked membership, or any change in or combination of dues, within either the A. Ph. A. or other association. These matters will adjust themselves as continued demonstration proves the merit of the new affairs. Representation of complete national geographic compass is a most vitally important thing to provide at the very outset, and it can better be secured for the actual purposes for which it is eventually sought, by allotment than by a requirement in proportion to actual interlocking membership. In the opinion of the writer, the adoption of such allotment will neither retard nor diminish the funds received in any given period; instead it is his belief that this evidence, of an actual desire on the part of the Association to create this citizenship, will do more by at once inspiring confidence than all the promises which can be held out while the states are trying to convince their own. The writer has been told that four (or other number) delegates, allotted to each state as suggested, would not properly represent these associations, until all members of the state society were members of the A. Ph. A. His reply is that the delegate body sent by the state or other association represents its constituency, in fact, be it 4 or 4,000 holding interlocking membership, and it is to be hoped shall represent it in whatever pharmaceutical law shall be imposed until we have given ourselves some opportunity to assimilate the new things. The delegates themselves must of course qualify in citizenship; members of other associations who do not take up A. Ph. A. membership at once, will be alien to it, but are better and better prospects for citizenship as time goes on. Failure to get the immediate impetus for this great work which such allotment of delegates to the states would give will, in misfortune, be second only to withholding final power from the House.

It does not seem imperative that all present members of the A. Ph. A. not now members of other associations should be required to at once retroact into the other organizations; this feature could be left unto the days of more general adoption, at least; this would be safe to follow to avoid unnecessary assessment of dues, or loss from present membership. This procedure is in accordance with other affairs which must be adjusted to time. It would be opportune, however, and in strict accordance with the ultimate aim in reorganization, to require all applicants to be members of a state or other, or both, associations.

Special reason does not obtain for restricting the number of delegates to be allowed the national associations to less or to other method of appointment than that accorded the state associations. The remarks made regarding this matter in relation to the states apply with equal force in this connection. Whether the sections should have one or four delegates each, or none, for the reason given in note with offered plan, may be easier of decision after some experience. That their delegates need not go to the Board (Council) seems preferable from the fact that the entire personnel of the Board could and perhaps should be elected by the mail ballot in the hands of all. There must be a safeguarding of our new citizens' suffrage. Likewise the delegates from local branches might well be excluded from the Board, for the same reason. There would seem to be no urgent need for delegates from the local branches, as it is believed that most of their members are already members of their respective state associations. Their willingness to yield on this point need not slacken their enthusiasm for the progress and success of the Association which is so highly characteristic of them. Nor is there urgency for discontinuing these local branches nor of reallocating them, until the plan is well under way.

Delegates, like non-delegated members, would be eligible for election to executive positions; in the event of such election of delegate, the vacancy would be filled from the respective source by the action of that source.

Present, last past, or earlier, incumbents of the offices indicated in the offered plan as supplying the delegates for association representation, or others, could be decided upon best by the several sources. The particular officers suggested in the offered plan are believed to be those who will in time be so delegated.

As we approach the conclusion of this study let us ask ourselves if there can be any well-founded cause for alarm lest the A. Ph. A. or any other body usurp any of the present functions of another association, or of any undertaking like work or efforts in actual and needless duplication? And, if we find that even likely, let us remind ourselves that such duplication must be in the interest of the citizenry, and ere long would be by them adjusted to their actual demands. Again, should an actual duplication be regarded as needed for a time or for a part till time adjusted, would such item of and by itself alone midst all the good be sufficient objection to oppose the whole grand plan?

Once more let us take up the analogy of association to nation, of vocations as groups to communities. The public is a large association, every individual belongs in some group that has a care for the future of that group and they, in turn, depend upon the work of other groups. In community life we have division for specialized effort and the business associations of the different vocations, but all are interested in and dependent upon all others and upon the public welfare, and all successes of these associations either bend to the best interest of the public for permanence or in time are dissipated through their inherent weaknesses. The common interest in pharmacy centers about a commodity, upon the exchange of which for value the whole industry rests. The public demand for this commodity is the radiant energy that actuates and activates every division of pharmaceutical endeavor, making the ultimate good of one the care as well as ultimate good of all. Under a plan of citizenship in pharmacy that gives full and proper representation, the mind must gain a clearer conception of the ethics needed, and, no longer need it be felt that our money investment in the commodity, like a crude instinct drives us into coöperation in defense of our common cause when it is threatened; instead, after a review of these seventy years, we can truthfully assert that an unfaltering faith, born of understanding, is our guiding spirit to that end.

If such duty-plan be offered American pharmacy there will be before each individual and group concerned the opportunity to realize every practical dream of the A. Ph. A. and of the other associations in the past.

The present membership will have proven its competence when individual self-conviction, which to-day is their only constituent and actuating power has expressed its spirit in a plan which courts and fosters progress, not for a season but forever.

Let all go into the temple that we may rededicate it to the ages with our new conception; then we will have done our duty; let those who follow take in turn the trust. As we enter, look with pride upon the name above the portal, no less distinct nor less distinctive than when graven there by that handful of courageous men—it is still—The American Pharmaceutical Association!

## AN OFFERED PLAN FOR REORGANIZATION OF THE AMERICAN PHARMACEUTICAL ASSOCIATION.

### BUSINESS ORGANIZATION OF OFFICERS AND BOARD OF DIRECTORS.

Only members for 3 years or more are eligible.

General Officers: to be elected annually to serve one year, or until their successors qualify.

President and 5 Vice-Presidents elected by mail ballot in hands of entire membership.

Secretary (full time): nominated by Directors, elected by House.

Treasurer: nominated by Directors, elected by House.

#### Duties of President:

Preside at general sessions. Prepare annual address. Nominate such committees as not otherwise provided for, same to be ratified by Directors. Ex-officio member of Board of Directors, with vote.

#### Duties of Vice-Presidents:

In absence of President officiate in order of rank.

First Vice-President shall be Chairman of the House of Delegates.

Second Vice-President—Chairman of Membership Committee of House.

Third Vice-President—Chairman of Legislative Committee of House.

Fourth Vice-President—Chairman of Committee on Publicity of House.

Fifth Vice-President—Chairman of Committee on Organization Development of House.

All ex-officio members of Board of Directors, with vote.

**Duties of Secretary:** All of those given in the plan submitted by the Executive Committee and, in addition, he shall be Secretary of the Board of Directors, without vote, both here and in the House.

**Duties of Treasurer:** Exactly those of the submitted plan; member of Board and of House without vote.

#### BOARD OF DIRECTORS.

**Personnel:** Nine members, 3 elected annually by mail ballot to serve for 3 years. The President and 5 Vice-Presidents, all ex-officio, with vote. The Secretary and Treasurer, ex-officio without vote. Delegates from Local Branches and Sections not included; they go direct to House (see text).

**Officers:** Chairman chosen from the members of the Board. Secretary: Association's full-time Secretary.

**Duties:** as now (features specified to others excepted).

Elect an Executive Committee as now, if desired, with discretionary powers.

Select own committees as now, and without further ratification. These shall include those on Finance, Publication, Investments, other Funds, Transportation, Board of Canvassers (tellers of mail ballot). The Board shall supervise the Sections and control their finances; it shall decide on time and place of meeting.

**Meetings:** business may be conducted by correspondence, or in convention by entire body, or its Executive Committee, quarterly or oftener, in their discretion.

#### BUSINESS SESSIONS.

The delegate body shall conduct the business meetings as follows:

**General Sessions**—under the President, all routine business as distinguished from matters vitally important to the life, growth and betterment of this organization of all divisions of American pharmacy (for which purpose reorganization is effected).

**Special Sessions**—all matters which directly have to do with the features above mentioned shall be considered by the delegate body in special (if need be closed) session, when and where it may be designated—The House of Delegates, and when and where the First Vice-President shall preside. Members and the public may be admitted at the pleasure of the House.

#### GENERAL PROCEDURE.

The President shall convene annual meeting in usual way as introductory to the object of the occasion.

Credentials of delegates who have qualified through prior Board of Directors (Judicial Committee) meeting shall be announced.

The President shall convene all general sessions and occupy the chair, unless by resolution the business is brought within the scope of function of a special session (The House), when he shall turn over the meeting to the Chairman of the special session, as above outlined (as in the case of formation of committee of the whole).

**Personnel:** The personnel of general sessions shall be the delegates (known in special session, if preferred, as House) with same powers as accorded in special sessions. The entire membership and public are welcome to attendance on all sessions, special and general, unless by resolution the intention to close a special session is declared. The first and last general session shall never be converted into special sessions (so that at least one general session shall be held before special sessions are convened).

**President's Address:** First or next ranking Vice-President in chair; reading of address. Receive address and refer it to committee in House (appointed by Chair).

**Routine Business:** The general sessions shall transact such other business (under the President) as now transacted in general sessions (aside from legislation and the features specifically allotted to the House in a preceding clause).

**Voting Privilege:** The voting privilege is limited by agreement on delegate representation to the delegates. Final power is given the delegates. The mail ballot is retained for full membership as now.

**Report of Directors:** The Directors shall report to the House in general session.

Report of House of Delegates: One or more periods shall be reserved in the program for general sessions at which the report of the House shall be read, covering all business disposed of or on hand, and action taken. This duty shall be completed prior to the installation of officers for the ensuing year.

Nomination of Officers: In general session the President shall order roll call of sources of delegates as now from states. The delegates shall constitute the Nominating Committee (this arrangement gives all opportunity to confer on nominees). They shall make nominations for President, 5 Vice-Presidents and 3 Directors in duplicate or triplicate as now. Election to be by mail ballot as now.

#### HOUSE OF DELEGATES.

Membership: Only members of A. Ph. A. for 2 years or more are eligible.

Personnel: 4 delegates allotted to each source approved by the Judicial Committee, such as the national and state associations. 4 allotted to section for pharmacists and allied workers in government service. From a joint meeting of sections 4 delegates might be selected to represent all;\* 4 allotted to each of other sections authorized by Board. All to be assigned somewhat after the following arrangement, which is worked out more with reference to state and national associations than with regard to section representation. President (or other) to Committee on Organization of House. Secretary (or other) to House Committee on Publicity. Chairman of Legislation Committee to House Committee on Legislation. Chairman of Membership Committee to House Membership Committee. These four great committees to compose the House, and take care of the features indicated, which are above all others the four needed at once and permanently. (Reference should be had to text concerning this allotment.) The full Board of Directors shall be members of the House, with vote except for Secretary and Treasurer. After House organizes it resolves into these four committees, and they in turn into their subdivisions.

Officers: The First Vice-President shall be Chairman of the House. A chairman pro tempore shall be elected as required. Secretary: The Association's Secretary.

#### DUTIES.

Legislation Committee: National legislation, law, rulings and regulations; confer on problems which confront states; educational Standards and registrations requirements, other affairs involving legislation.

Membership Committee: Promote membership as of importance in showing degree and quality of representation.

Organization Committee: Develop organization spirit and organization with a view to increasing efficiency of the work which will need to be done.

Publicity Committee: Secure an equitable publicity for pharmacy; devoting vigilance against unwarranted abuse from misunderstanding, especially in the press. These committees of the House to give attention to such matters as indicated by sub-committees, as follows:

Legislation: Sub-committees on codification, etc., law, jurisprudence, etc. Educational Standards (Faculties, Boards of Pharmacy, etc.); Model pharmacy law; reciprocal registration, etc.; Interstate commerce; health insurance; patents and trade marks; weights and measures; status of pharmacists in Government service, etc.

Membership—Sub-committees: Local Branches, etc.; General influence and propaganda; Trade relations (of the divisions), etc. The Membership, Organization and Publicity Committees have much work that is closely interwoven.

Organization—Sub-committees: Efficiency, Constitution and By-Laws; procedure, etc.; State and other affiliations. Committee on President's Address, special or its features referred to great committees as concerned. Committee on Resolutions, if not taken care of by particular committee concerned. All matters of foregoing nature referred to House by Board, committees, sessions, etc.

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\* (As the writer sees it, this meeting would be equivalent to a general session of the Association and, since the inclusion of all pharmacists is contemplated (and then are elsewhere already represented) delegates from any Section (not exempting that of U. S. Service) is in his opinion a duplication and an unequal privilege to those present. Equity as the basis of confidence is what is sought throughout.)

Vote: One vote to each member; Secretary and Treasurer without vote.

Power: The action of the House shall be conclusive.

Report to Association: All decisions and all matters not disposed of shall be reported to the Association in general session as stated elsewhere, before the installation of officers for the ensuing year.

#### PROFESSIONAL ORGANIZATIONS.

The work of the sections shall be encouraged in order to extend their usefulness still further as a service to the public as well as to every division of American pharmacy.

The Sections will be conducted by the Association, under supervision of the House delegated to the Board for actual control. All to organize themselves as at present.

(1) Science: Research and control directed by Association.

Contributed:—Physics, chemistry, botany, pharmacognosy, pharmacology, biology, bacteriology, hygiene, clinical technique, drug cultivation, etc.

Proprietary medicines (composition and statements).

Ebert Prize, etc.

(2) Education: Boards and Faculties, Syllabus, etc.

(3) Professional Relations.—Ethics, label statements, etc. Delegates from Medical Associations.

(4) Standards (Authorities).—Nomenclature, U. S. P., N. F., Recipe Book, etc.

(5) Practice of Pharmacy.—Manufacturing (pharmacy, chemistry, biology, etc.). Wholesale. Hospital. Dispensing (store).

(6) Commercial Interests.—(Conservation committee.) Market. Business administration, accounting, merchandising, employment, etc.

(7) Pharmacists and allied workers in state and federal service, etc.—Army, Navy, Public Health, Dept. of Agriculture, etc.

(8) Historical.—(Procter Memorial.)

(9) Others as required.

Association Membership Dues: As now annually \$5. Journal to be continued. Year Book to be continued. Mail ballot for officers as now.

#### START CAMPAIGN TO MAKE CRUDE DRUGS CLEANER.

A campaign to eliminate excessive dirt from crude drugs has been started by the Bureau of Chemistry, United States Department of Agriculture, which is charged with the enforcement of the Federal Food and Drugs Act.

An investigation by the bureau shows that the shipping of dirty domestic crude drugs is a rather widespread practice and is due largely to carelessness in gathering. Excessive dirt constitutes adulteration in crude drugs shipped within the jurisdiction of the Federal Food and Drugs Act. In some instances crude drugs were found to contain 20 percent or more of dirt.

This practice results not only in an economic loss to the purchaser who usually buys the crude drugs by weight but obviously lessens the medicinal value of the drug. This condition may be dangerous to the user, restrict the sale of the drug, and consequently lower its market value. Care on the part of the gatherers would prevent this great excess of dirt. The dealer who ships the crude drugs into interstate commerce is responsible under the Federal Food and

Drugs Act and should take steps, say the officials, to correct this condition in order to free himself from liability to prosecution.

Ordinary care such as is exercised in marketing garden products such as carrots, turnips or spinach is usually sufficient. For instance, the washing of the fibrous roots such as golden-seal or unicorn root before drying would materially improve existing conditions, in the opinion of the Bureau. Inspectors have been directed to give special attention to shipments of crude drugs. Appropriate action under the Federal Food and Drugs Act will be taken in all cases found to be in violation of the law, it is said.

#### FREQUENT TURNOVERS OF STOCK.

The manager of one of the largest drug stores in Washington, one of a chain of such establishments throughout the country, says the shop turns over its stock twenty-four times a year in tobacco, fourteen times in fancy articles, principally toilet goods; 352 times in the soda water department and nine times for the whole store.