

Called at Rockefeller Institute today, May 21st, for an appointment with Dr. Carrel. He received me very cordially in his office. A distinguished figure - humorous - <sup>slightly</sup> ~~decidedly~~ contemptuous. Tells me from the start that nobody can work in New York - that he does not work - that is, really work - that the conditions <sup>of</sup> ~~that~~ life in the city make it impossible. If he could live in the country, away from the complications of the town he could concentrate. We discussed the practicability of taking the Rockefeller Institute to the country. Thinks that there would be objections - many of the staff like to live in New York - the wives would make a complication. Wives are, according to Carrel, the greatest complication in a man's professional life. Take them to the country and they would quarrel - jealous - rivalry - not enough to do. His wife, he says, is in France. The wives of the staff are scattered over the town, occupied with the social life of the town - have no chance to bicker. Different with men in the profession. They talk of common interests.

Says that the real problems with which <sup>we</sup> ought to be engaged would require weeks and weeks of concentrated thought without distraction and <sup>that</sup> ~~it~~ is impossible in the conditions of life in the city. And here his work is reduced to watching experiments. He sets one in motion. It runs over months. He tabulates ~~what~~ the results of the various experiments, that is all. That is, direction not thought.

Says it in

Tells us a very curious thing, that while people

spend lavishly for housing and equipment, giving every possible

material <sup>help</sup> thought to the sciences that nobody has <sup>ever</sup> properly studied

the physical and psychological conditions under which the only

really <sup>important</sup> thing in any problem <sup>is that</sup> is the human brain <sup>do the</sup> can best

~~and work. That he introducing the vast and nobly equipped institu-~~

~~tions~~ we do not consider the effect ~~they~~ will have on the human

brain - how they hamper it. That he thinks is one of the greatest

of future problems - to learn how men can best work - what their

surrounding should be - what the psychology should be. We speak

of the absorption of colleges - institutions of all kinds - in

great buildings - elaborate equipment, as if <sup>with these</sup> with the use ~~of~~

the problem of achievement was solved. It is not these that solve

the problem. It is the grey matter and the gray matter must have

proper conditions, in order to work. "Take the job that I am doing

now. It is a work of organization," he says. "Simon <sup>Sisler</sup> is a

great man. He has organized this institution in the most perfect

fashion. It is equipped for carrying on experiments - <sup>but</sup> not for

making it possible for men to think out problems. The problem

that I am now working on is concerned with mice. Under what food

do they best thrive. There is an established ration, <sup>to have</sup> made of which,

I take it, is wheat on which it <sup>has been</sup> supposed that mice <sup>would</sup> live best.

~~by the various diets~~ ~~that we~~ ~~add to it certain elements,~~

for instance, meat and potatoes - mice do not thrive on meat on

potatoe, so far as our experiments go. We, in other cases, add

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large - low low  
never die of  
stupid - machine

<sup>Trace</sup> a taste of iron, / strychnine / other minerals and the effect is noticeable,

A few drops of alcohol is added to certain diets and has its <sup>decided</sup> effect upon the mice. Nothing long enough for us to make

any generation. <sup>smaller</sup> He showed me charts, however, which shows the ways in which, under these different diets, mice over five or six generations gain extraordinarily in weight and size. They hope,

too, by variation of diet to find out <sup>What will produce</sup> the resistance, those by which ~~will furnish~~ the greatest resistance to pneumonia - tuberculosis - cancer - other diseases to which mice are susceptible

He took me to the mousery, outside of the building proper. Here, they have some twelve thousand mice - white - black - brown - numerous races. They have been experimenting with mice <sup>at the Rockefeller Institute</sup> for the last twenty years. The little creatures are in boxes in families. Boxes are

placed in racks - in two rooms devoted to them, ten or twelve thousand in all - in the two rooms. We begin the observation with ~~kitchen~~ which is as a diet - / complete and perfect as could be devised. Here the food

is made up - charts posted on the wall, which gives the exact proportions of the various diets described. They are mixed scientifically by trained young women. Greatest care is taken to prevent any kind

of infection. An elaborate system of records keeps the life history of every mouse in the <sup>Mousery</sup> locker. An autopsy is held over each little carcass and the the abnormal conditions noted and recorded on the

cards. <sup>as light liver - one kidney gone -</sup> defective lungs - cancer - tumor near the heart - <sup>skin</sup> spring disease - cataract on the eye. Everything wrong is there. You know from the

card the age of the ~~mouse~~ - to what family it belongs. It is the most complete and scientific recording existing and when finished they eventually, I suppose, will draw their conclusions. Visiting the mousery for an outsider, of course, is fascinating. I was surprised to see how neat the little creatures are - they were very alert when I went through, as it was feeding time. They are fed but once a day and seem to know when the time comes and running about the little boxes and poking their noses over the wall if the lid is lifted. They muss themselves up a good deal in eating with the soft food, but are extremely careful ~~at~~ cleaning themselves *like cats* as soon as they have had their meal. The effect of certain diet was quite marked, for instance, where the minerals had been added the mice were two or three times as large as the others but they seemed very logy, also they lived longer, according to the charts. The mice that ~~were~~ had a *drop* of alcohol were the cleanest in the lot, the *best shape*, the most alert. However, no generalization should be made from this as it has not been a long enough ~~experimentation~~. It would look, however, as if a limited amount of alcohol was all to the good. The place is kept with such perfection *to* detail that in spite of the fact that there were so many in a room there was absolutely no odor and the boxes were as clean as could be. Carrel says, that these twelve thousand mice eat as many calories in a day as seventy-~~nix~~ *men* ~~women~~ - ~~that we go~~ up and see the necessity *when you remember that* six thousand mice <sup>sleeping</sup> in a room is equal to thirty-two men sleeping there.

*See next*

The problem of ventilation, handling, recording, has been worked out to perfection. Young college women superintend and carry on the work with great absorption apparently.

Carrel says he ~~thought~~ <sup>interest you</sup> this ought to / on the side of organization. This is what has been accomplished through organization. It could not be done by a single man. A single man can start it - it can be carried on by routine methods. That is not what *he* calls work. There is a point here that might be developed in connection with industry. It is the truth about large scale industry. You produce something which has been worked out by a single brain organization then carries on the thing. But it is very difficult on this large scale to add such thinking.

As I understand Carrel he feels that he is not doing real intellectual work in this present investigation. He has set a fine machinery at work - he supervises, that is his progress. He daily tabulates the findings that come to him on cards, as the reports of such output come to management. These findings go onto his diagrams. I suppose, we may say, that the diagrams are scientifically accurate. He works weeks for results which are being manufacturers, so to speak, for him.

Take these young women directing and carrying on the work in the Mousery. Is not the quality of work which they are doing - that of the factory operation - of factory inspectors - managers - they are carrying out directions with accuracy and fidelity. To care for twelve thousand mice, while the mothers

produce five litters at a year and where you are to have a life history of every mouse to see that the results of the various diets are properly tabulated - that each are ~~made~~ - is properly entered - to keep the whole arranged and science, undertaking Is it not the same kind of work that the factory does?

Grant that the young woman requires an education that the girl at the machine in a cotton mill, for instance, does not require. Grant that she might have a training in attention - in what to look for - in how to report. That she is called for at times to exercise judgment. Is it not, after all, the same kind of thing in a lesser degree, the girl in the high class factory carries on? That is, is it not, after all a factory made investigation. Will not the results which may finally come to humanity for this be a achievement of organization, rather than an achievement of Carrel? Would he be setting a greater achievement, doing more for humanity if he were using his fine brain independently of an institution? Or is something ~~of~~ very vital being lost Carrel is right, when he says "this ought to interest you on the side of organization."

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