


8-3-1986

## Dale Foley Oral History

Dale Foley  
*The Jackson Laboratory*

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**The Jackson Laboratory  
Oral History Collection**

Interviewer's Comments

Narrator's Name Mr. Dale Foley

Interviewer's observations about the interview setting, physical description of the narrator, comments on narrator's veracity and accuracy, and candid assessment of the historical value of the memoir.

NOTE: Use parentheses ( ) to enclose any words, phrases or sentences that should be regarded as confidential.

Dale Foley was the administrative "right arm" of both Little and Green, and, as such, was in a position to comment on the Lab's financial and administrative activities from the perspective of a key participant.

As we began, he brought out several pages of notes, which formed the basis of the monologue that followed. To my surprise, his tape consists almost totally of accounts of the acquisition of property and building of the major Jax buildings. Aside from references to several valued Jax volunteers--several of them wealthy Trustees--Foley stuck to the physical plant in his interview.

Intuitively, I felt venturing into more global topics--Jax administrative evolution, management vs. administration, bureaucracy and the lack of it--would have gotten me nowhere. So I refrained from pressing on these issues.

As a native, Foley was much more forthcoming and voluble than I had anticipated, but given his central position as key administrator for so many years, he could have provided a wealth of information beyond what is on these tapes.

Value this tape for its background on the buildings of the Lab, and its descriptions of some key "unsung heroes" among trustees and Lab friends.

August 3, 1986  
Date

Susan Mehrtens  
Interviewer's name

Oral History Collection

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Place Bar Harbor

Date 28 July 1986

Dan J. Keay  
Narrator

Susan E. McIntern  
for the Laboratory

## The Jackson Laboratory INTERVIEW DATA SHEET

This section is to be completed by the Interviewer. 2555 PGA Blvd. No. 200 Palm Beach Gardens FL 33410  
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Birthdate \_\_\_\_\_ Birthplace \_\_\_\_\_ Interviewer Dr Susan McIntire Phone 207 244 7353  
Date(s) & Place(s) of Interview(s) 28 July 86 Bay Harbor  
Collateral Material Yes \_\_\_\_\_ No X Terms unrestricted

Complete each of these sections as the tape is processed in each step.

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None	Begun	Begun	To narrator	Begun	Transcript sent		
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	Total time		Reread	Index, Table of Contents	Tape sent		
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Collateral Materials Report

Narrator's Name Toley

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1. None

2.

3.

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The Jackson Laboratory  
Oral History Collection

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Interviewer's Notes and Word List  
Mr. Dale Foley

Judge Norman Shaw  
Dr. Little  
Detroit  
Pennsylvania  
Cleveland  
New York  
Dr. Green  
Bath Iron Works  
John Kellduff  
Amesbury Metal Products Co.  
MIT  
Hamilton Station  
Bunker  
Rockefeller  
Scott  
Champlain  
Muck Hole  
Allen Salisbury  
Robert Verrier  
Portland  
Washington Junction  
Lawrence Hall  
John D. Rockefeller Jr.  
Mrs. W.S. Moore  
Brewer  
Highseas  
Mrs. Morris Hawkes  
Aldersea  
Augusta  
Dorothy Mann  
Maine  
Joe W. Gerrity  
Boston  
Eleanor Jackson Warren  
Roscoe B. Jackson  
Richard W. Jackson  
Hudson  
Michigan  
Ann Arbor  
Harold Bozell  
Morris Lacroix  
Robert Grant  
Tony Kerin  
Dr. John Adair  
Hugh Knowlton  
Kuhn, Loeb  
Francis Sherwin  
Bob Little  
Halley  
Sheldon Goldthwait  
David Place  
Marvin Bravermann

Washington  
Marlboro, Mass.  
Dr. Leonard Carmichael  
Tufts  
Smithsonian Institution  
Bob Gant  
Rosalie Slocum  
Damon Runyon Fund  
Alonzo Harriman  
Auburn, Maine  
George Snell  
New Jersey  
Tibby Russell  
Cancer Chemotherapy National Service  
Center (CCNSC)  
Otter Creek  
Seal Harbor  
Salisbury Cove  
Southwest Harbor  
Morrell Park  
Robin Hood Park  
gymkhana  
Frank Gerrity  
Nelson Rockefeller  
David Rockefeller  
Bear Brook  
Eagle Lake  
Rich Prehn  
John Fuller  
Austin Carter  
Bob Theriault  
Prexy and Bea  
Watson Robbins  
William Murray  
John Dorey

Terms:  
cadmium  
C57  
DBA/2



This is the tape of an oral history interview of Mr. Dale Foley, given as part of the Jackson Laboratory Oral History Project, sponsored by the Acadia Institute. This interview was held on July 28, 1986, in Mr. Foley's home in Bar Harbor, Maine. The interviewer was Dr. Susan E. Mehrtens.

SM: When did you first hear of the Lab or come to work there?

DF: Well, I'm a Bar harbor boy. I was recruited for the Laboratory job by Judge Norman Shaw, who was a buddy of Dr. Little's. At the time I was working for the town of Bar Harbor as Treasurer and Tax Collector. I didn't know very much about the Laboratory. I don't think local people knew too much about the laboratory but they knew Dr. Little, because he circulated in the community and was active in all of the clubs and what not. At any rate I had been down to the Laboratory to do some auditing work and I was allocated to that task in the library, a little tiny room not any larger than this, and my impression of the laboratory at that time was one of odor.

SM: Oh, yes. It still is in parts.

DF: At any rate Judge Shaw picked me up one day when I was coming home for lunch and he asked me if I would like to be business manager of the Laboratory. He told me what the salary was. He said that Dr. Little had had his eye on me and that he said, Dale it's a soft job, you can make your own hours, you can go fishing any time you want. Well, I went down to the Lab and I found that an informal family type of

organization. The place was run by the scientific staff. Dr. Little was still involved with the American Cancer Society in New York and he was away a good deal of the time. I was interviewed by the Executive Committee of the staff. They had, I guess, six or so of the scientific staff who operated as an Executive Committee. And one of the stipulations of my coming to the Laboratory was that I should show up for work at seven o'clock in the morning because they wanted me there at the time the general assistants came in to work. Well, at the town office where I was working they had an old boy rule that you had to observe and that was that you didn't show up for work until 9:30 in the morning and you took an hour and a half at noon, so that was not any really any rude awakening for me because I didn't mind coming to work at seven in the morning, but at any rate, as I say, I found it a family type, informal atmosphere. We had two buildings as you probably know, Units 1 which was a wooden frame building, and Unit 2, a steel and reinforced concrete building.

SM: About what year was this? This was after the fire?

DF: No this was before the fire. This in 1945. I came to the Laboratory in 1945. Well, let's see.

SM: Did they in fact allow you to go fishing whenever you pleased?

DF: No. What I found was that we had a staff of animal caretakers and general assistants. The animal caretakers

were assigned to the mouse rooms and they changed the boxes. Changed the mice from the dirty boxes to the clean boxes and put the boxes on a dumb waiter that we had, a big dumb waiter and sent them downstairs and then there was a crew down there of general assistants whose duty it was to wash the boxes, disinfect them and stack them up, let them dry and when they were dry, they shoveled the shavings into them, and got them ready to send back upstairs again. I found that when they had a certain number of the mouse boxes to change every day and once they got those boxes changed, they'd go home. They are the ones who went fishing, but we soon stopped that. Well, we had, let me see if I can describe the operation fully, the equipment there consisted of the mouse cages, or mouse boxes, wooden boxes, two compartment boxes with covers and a hopper in the cover for the food and a water bottle with a stopper and a bent glass gooseneck for the mice to get the water. They had trouble with the water supply. We couldn't get water on the top floor a good deal of the time so we had a crew come in at night who would take the water bottles off all the boxes, put them on rolling tables and a hose and put new water on top of the old. No regard of what cage the bottle came from. You see the bottles are being changed, water bottle from box A might go back onto box Z. The, what we call the old part, Unit number 1, had wooden mouse racks on each side

of the building upstairs. Downstairs were laboratory offices, library and those wooden racks were infested with bed bugs. And how they got in is a matter of conjecture. There are all sorts of ideas how they got in there, but they were there. And periodically the assistants would have to wash down the racks. I remember that when DDT was first on the market I was able to get a 25 pound keg of pure DDT powder and we mixed that with kerosene and painted those racks. I don't believe it killed the bed bugs but it sure must have made a nice fire when the fire hit. They had the tent colony down back of the Laboratory consisting of canvas tents on wooden platforms. A house where one of the caretakers lived, and the place was fully wooded, beautiful big pine trees all over. You couldn't see the Laboratory from the main road and that is one of the reasons that very few people in the community knew too much about the Laboratory. It was called a rat factory.

SM: Or mouse house.

DF: Mouse house and what not. Well, gradually we improved the facilities. The first thing we did was we purchased a commercial bottle washer. A machine that would sterilize the bottles and fill them. It was really a bottle filler. The problem that I had was to find a bottle that would go in that machine and still accommodate that stopper and the glass gooseneck. That had to go in by hand. I finally found and bought

quite a few of those bottles. They were really vinegar bottles, but I made a mistake because they were not annealed and when they were subjected to the hot water for sterilizing, they would break.

SM: Oh, no.

DF: And it was a long time before we found a manufacturer that would make an annealed bottle for us. And one of the ways we found it out was that I was coming home from Detroit at a meeting out there and I had to go down to my mother's home in Pennsylvania and I took the Pennsylvania Railroad and it took me down through Cleveland or some place where they were making bottles and there was a bunch of executives in the club car and we got talking about it. And they gave me some ideas of where we could go to get--someone to make bottles specifically for us. As far as I know they are still making them there

SM: Wow.

DF: Then another improvement that we were able to make--I guess after Dr. Green came--was we changed from the wooden mouse cages to stainless steel cages. And this was--took a lot of research, a lot of investigating. I turned to manufacturers of cooking utensils who made stainless steel pans. Because we had decided that it had to be stainless steel, something that would stand up. They had to be 12 X 12 and

and 6 inches deep, two compartments, 12 inches by 12 inches and 6 inches deep. And we couldn't find a manufacturer that could draw stainless steel that deep. Well, again I was coming back from New York, a meeting, and sat next to a metallurgist from the Bath Iron Works. And got talking to him about the problem and he put me in touch with a man by the name of John Kilduff at the Amesbury Metal Products Company down in Amesbury. And this guy became a good friend of the Laboratory for years. He was an MIT graduate and he became interested in not only this project business-wise, but also he gave us a lot of advice on a lot of other problems in here. At any rate, he was able to go to the steel manufacturer and have an alloy made up that he could draw. So I don't know, I think there were 54,000 of those steel cages that, I think my figures are right.

SM: Wow.

DF: That we had made with government funds. The dies alone cost \$12,000 and that was--we had to make that expenditure whether we knew--before we knew whether the cages were going to work out or not. Well, why don't I--when I was at the town office, I was Treasurer and Tax Collector, the head of the Board of Health had complaints coming in of fish being dumped off the Bluffs. And I remember that there was a year or so they were talking about these fish. Fish head and parts of fish that were being disposed of by somebody. I don't know...

whether you know where the Bluffs is. It is that stretch of road between Eden street as you go towards Ellsworth where you can look out and see--Well, somebody was stopping there and was throwing pieces of fish over. I hadn't been at the Laboratory very long but when I found that Dr. Little had contracted with the local fishmarket for all their fisheads that were to be taken to Hamilton Station and to be boiled down and fed to some pigs that we had up there and we had a Mr. Bunker working then whose job it was to transport things between Bar Harbor and Hamilton Station. And knowing Mr. Bunker, he probably took a dim view of picking up fishheads and so he threw them off the Bluffs before he got to Hamilton Station. Well that is just one anecdote.

SM: How did you ever go about finding out the circumstances?

I mean, it must have taken a bit of -

DF: Oh, I wasn't investigating. I wasn't fishing for it. It is just something that came up.

SM: That came up, I see.

DF: And I connected it with what I had heard down at the town office. My office was in Unit 2, that was the steel and concrete building and we had steel racks in there, but it was full of mice and full of odor, and mice, what they called strays, would escape from the cages were running around under your feet under the desks and I must confess, I have never confessed this before, but I was at the Laboratory for thirty

years and I never once picked up a mouse, never once, I wasn't afraid of them but I didn't have to.

SM: Did it give you a creepy feeling to have them running around?

DF: No, it didn't bother me. ...Well, about pre-fire recollections, when I came to the Laboratory, I say, in 1945, and that was the time that the Laboratory received the Rockefeller grant which was a long-term grant which was to be used for behavior project that Dr. Little sold the Rockefeller Foundation. He was interested in studying coat color in animals but also he wanted to do research in the behavior of animals as it related to humans. So one of my first jobs, really my first job, was to undertake the planning along with Dr. Scott who came at the same time as I did, planning the alterations to the horse barn at Hamilton Station which became known as the behavior laboratory and I had to arrange for the clearing of three acres of land for dog pens. That went along as all constructions do. They always come in ahead, above budget, you know. So, we finally were able to move Dr. Scott in there. Also at that same time as I came, we had just received a grant, I think from the Rockefeller Foundation for a new wing to the Laboratory which we called Unit 3. And that was to be used for the housing of animals, exclusively, no offices in there, because it was demonstrated that we needed more and better space for raising animals.



So there was a problem of planning and arranging for architects and what not to get Unit 3 started. Well, in those days, I will back up to say, when I came to the Laboratory, one of the first things I found was that there was no fire insurance.

SM: Oh, no.

DF: The only fire insurance we had was the Workman's Compensation and insurance on one truck. We had a trustee who did not believe in fire insurance. There is a ... and another thing was that there was no budget. The Executive Committee of the scientific staff, the scientific staff were members of the Board of Trustees, and the Executive Committee was made up of scientific staff members, Dr. Little, ex-officio, I guess, met every week. And I would go around to Hamilton Station and around the Laboratory, receive requests for this and that, make a list of them and bring them to the Executive Committee every week and they would approve or disapprove of them. The money was so tight that there was a good deal of scrounging that had to be done. For example, we had to get on the good side of the road commissioner of the town to have our snow plowed at Hamilton Station and at least into the driveway of the Laboratory if we got a good snowstorm. The general assistants would knock off their work and go out with snow shovels and shovel enough snow for parking spaces. When Unit 3 was being constructed, our water

supply came from the Ocean Drive Road. It came in over park land. I never did really find out where the sewer went. I think, I suspect it went down in what we call the Muck Hole now. This is as you go up the Champlain Mountain Road off to the right you will see a nice little pond that we used to call the Muck Hole. And I 've got an idea that the sewer ran down there. At any rate when Unit 3 was under construction, we figured we had to have a sewer line. So again scrounging we got the town to pay half the cost of running the sewer up to our lines which was quite a saving.

SM: But you said they had no budget. In other words, people would just say what they wanted to get and then they would get it?

DF: Well, no, not unless the Executive Committee let them have it.

SM: Well, was there ever a sense that we had to work within a certain sum of money for this year?

DF: No, not until I reviewed the annual expenses and made up a line item budget. Of course, everybody knew what their salaries were to be, so you had that figure. But the budget as I knew it, a document that would guide you over the year and make expenditures was non existent. But we got that.

SM: You must have a pretty strange impression of the place that it was sort of run out of Prexy's pocket or something?

DF: Yuh, I don't know. It was--it worked, there is no question

about that. It worked only because you didn't spend anything until you could see that you had it, you see, no borrowing money. Well, that just about covers the pre-fire recollections, I think. As I mentioned the place was heavily wooded, the tent platforms had been in service for a good many years and there was a lot of rotten wood in those and the tents were in miserable shape. I was able to buy some war surplus tents in the fall of 1947, and they were stored up in the attic and of course, they burned. Another thing that burned up there was all the rope that the Mount Desert Winter Sports Committee or some outfit had a ski tow up on McFarland's Hill and they had this beautiful rope that big around and every year they would bring it down every spring coil it up and we let them put it upstairs under the eave in the old part.

So that went in the fire.

SM: Now, when all this happened did you get fire insurance, or had that trustee that was agin it -

DF: No, we didn't have any fire insurance other than that I placed on the value of the construction, the progress on Unit 3 because--I could see that it didn't make sense to use the Rockefeller Foundation or the National Cancer Institute, I have forgotten which outfit it was, financing it and then having something happen and admitting that you hadn't protected, so we did have some fire insurance on that. That is the only

fire insurance we had on the building. Well, of course, you have heard about the fire. I don't know how many days it was burning, I guess it was burning for three days before it really wiped out the town and all of our male animal caretakers were out fighting the fire. And I was out there part of the time, not--on the day that it hit the Laboratory, it was going toward Hamilton Station, the fire was going in that direction. So I was up there. And we had a number of dogs up there in addition to hamsters, but the dogs particularly were a problem as to whether they were to perish in the fire or to be moved out. Well, the veterinarian in Ellsworth came down and he and Dr. Scott had an argument. Because Dr. Scott had some, let's see, '45, he had almost two years of behavior projects going and he didn't want to do anything to disturb his project. So he elected to leave the dogs there and if the fire came, okay. It was too bad, but the veterinarian didn't like that as you can imagine. But at any rate, the fire, the wind changed and the fire came in the other direction so I came down to the Laboratory, back to the Laboratory and by the time I got there, there were embers falling in the yard. And one of the staff members who shall be nameless, to give you an idea how practical some of them are, came to me and wanted to know if there were any axes around so we could chop down some trees. They were trees a foot in diameter at least. The girls were in there, the research assistants

were there changing mice and so I bundled them up in my automobile and took them in town and as we came in town, the war time evacuation whistle blew. By evacuation whistle I mean the whistle we had during the war so that if you had a raid, people could ... Well, that meant that you had to evacuate. So I bundled my family into the car and we followed a convoy, we were in a convoy going south, because the road north was blocked off by the fire. And this convoy was headed by the National Guard and surprising thing, everything was orderly and very slow because you had slow cars and nobody tried to pass anybody else. Everybody was going along at a pace. But as we came by the Laboratory, the smoke was so thick that you had to close the windows. So that is how close that was. I took my family to family's cottage north of Ellsworth and I came back to Bar Harbor that same night. I got through the, they were prohibiting people from coming back on the island, but I got a pass because of cancer research, I had to get back. And the next morning I came down to the Laboratory and it was a sad sight. We had the ground floor of Unit 3, the concrete was all poured and we had the formwork, the wooden formwork for holding the concrete for the second floor and of course that all burned and when it did, it spoiled the concrete on the first floor. We had a new steam boiler sitting outside the Laboratory. It wasn't even scorched. The fire was going so fast, the building, the

old part just burned right down and left that boiler standing there and the paint wasn't even scorched on it. The windows of Unit 2, the steel and concrete building, the window frames were wood and they burned and of course the glass broke and heat got in there and killed all the mice and the smoke, the place was just as black as the inside of a Derby hat. It was really terrible. My office was sitting there, papers were all smut. For years when I would open a drawer I could smell smoke, you know.

SM: Oh, wow.

DF: But luckily, I'd forgotten whether we had a safe or not, I don't believe the Laboratory had a safe in those days. But at any rate, the bookkeeping books were all safe.

SM: They, oh!

DF: They were in drawers, steel desk. That brings me back to pre-fire again and they only had one calculator in the whole Laboratory. That was the only thing you could use to divide or multiply on and it was located in my office. And the staff members would come in from time to time and that thing was worth a lot as an antique, I think. But at any rate, our boilers, heating boilers were fired by coal stokers and I keep going back pre-fire which I hope you don't mind, every now and then something would get into the coal bin which would obstruct the worm gear that pulled the coal up into the boilers. And a number of times I have gone down to the Laboratory

in the middle of the night and Allen Salisbury had been stripped to the waist shoveling coal and finding a mouse box down there that one of the coal men sat on while they were putting coal in there, or something like that. But that boiler room had a concrete ceiling over it and so, the boilers were not harmed in the fire. The water was still in them, the pipes were there, the coal bin, which burned, of course, and everything was burned around and it just left the concrete ceiling standing there with the boilers under it. So the contractor for Unit 3 was Robert Verrier from Portland and he was a great help to us after the fire. We built a temporary structure over what had been the coal bin and he brought in electrical generators because there was no power in the whole community for over a week. The man that was doing the plumbing work was able to hook up the pipes and we had heat back on Unit 2 in a matter of three weeks, we had heat back on in that building. There was a wooden pitched roof, slate covered over the old building and what we called Unit 2. And that burned of course. But that left the attic floor of Unit 2, concrete bare, so we made a tar and gravel roof over that. We got somebody to put in tar. We had a steam cleaner at Hamilton Station for cleaning dog cages. They brought that down and our general assistants set to work trying to clean the smut and soot out of Unit 2 and our

assistants had to throw all of the dead mice out and we had a pile of mice there as tall as this room and half as big.

SM: Wow.

DF: And, the names keep escaping me, but I have forgotten the fellow's name who used to haul shaving down from Washington Junction to us, Lawrence Hall agreed to haul off the mice. I have forgotten whether we burned some of those mice, I don't think we did. I think he hauled them off down to the incinerator. You know, it was a smelly mess. Now let's see, Oh, later we had our men, of course, Dr. Little told me when I first came there that he wanted the Laboratory and a place in which to live as well as in which to work and that is the way we ran the place for a good many years, so nobody was laid off because of this fire.

SM: Wow.

DF: The payroll kept right on going. We moved the clerical people in my office to Hamilton Station and the general assistants were put to work as I have said, cleaning up Unit 2 and also in cutting some of the trees around the laboratory. Now John D. Rockefeller, Jr. had a forester come in connection with the park trees and he sent the forester down to the Laboratory and designated those trees that were not going to live. Might just as well be cut down. Dr. Little was the type person who didn't want to cut a tree down and he had marked several of the trees around the Laboratory that he



felt were going to stay but our boys cut them down, by mistake.

SM: Oh, by mistake, oh, I see.

DF: A ribbon around it and it didn't mean anything to some general assistant so they were cut down. Now let's see, well, let's talk about some of the land, property we acquired right after the fire. Mr. Rockefeller owned some land to the west of us, the west of Route 3. He gave that to us, he gave us a plot that brought that land up to our boundary on the other side of the road. Mrs. W. S. Moore gave us her estate which later became the site for our summer investigator cottages. We bought a little piece of land from the Brewer Ice Company and that gave us an unbroken stretch of land on the west side of Unit 3 from the junction of Route 3 and the Ocean Drive Road up to--opposite our boundary on the east side of Route 3. And then we received a gift of Highseas from the heirs of Mrs. Morris Hawkes. We had already, when I came to the Laboratory, we already had Aldersea and Hamilton Station which had been given to the Laboratory. We had an easement, let's see, Oh, I mentioned that we were using some park land for our water line. We had an easement from the park for that and we also had an easement from the park for some land south of the Laboratory, the one toward the junction of Route 3 and the Ocean Drive Road. And Mr. Rockefeller made it possible for us to get that little piece

of land. He also had his people clear all the trees, all the burned trees from all the property we owned on the west side of route 3. So, he was very interested in the Laboratory. He didn't make any monetary contribution but he did those things and it was very useful. We found that we could go to Augusta as an institution that had been burned out in the fire, we were eligible to pick up war surplus material. So our trucks would go to Augusta and pick up all sorts of things, plumbing materials. We got two steel buildings that we erected. Some of the water piping I think, I would suspect, some of the water piping that now goes to the summer school buildings down in the quadrangle is war surplus brass pipe. The summer school buildings were constructed right after the fire, a gift from the Ladies Auxilliary of the Veterans of Foreign Wars, as probably Dr. Green has told you. And that brings up an interesting thing in case about the Ladies Auxilliary. Shortly after the fire, Dr. Little took some of us to New York City for a meeting that he had arranged, because we were in the process of trying to raise money to rebuild the Laboratory. And he had a number of the scientific staff there and prospective donors. And he had five ladies from the Ladies Auxilliary of the Veterans of Foreign Wars. He hadn't seen these ladies before. They were around the New York area. The ladies that--Dorothy Mann was the lady who really got the money for the Laboratory, built the library and also the summer

cottage buildings. And when she came, she would bring Maine members with her. But these were New York people. And we were there in the dining room getting together and meeting each other and Dr. Little was talking to these five ladies and he wanted to introduce them. And I remember he turned around and he closed his eyes like that and he called every one of them by names. He was that kind of a guy. I have never forgotten that about him. I don't know how in the world he did it. Associated or something of that sort.

SM: Wow.

DF: He was a great guy to work for, I'll tell you. Well, about 1948 we--Dr. Little decided we should have a new form of corporate organization, a new structure, and so a Board of Trustees was set up. I think there were thirty members. With the old members of the scientific staff on it.

END OF SIDE ONE

...busy getting people to serve on the Board of Trustees and he was a terrific salesman. But I think, I would like to mention a few of the people in those early days who really had played a part in the building of the Laboratory. In all the charitable organizations that I have been connected with, you hear about the officers, you hear about the trustees, but you don't hear much about a lot of the volunteers who worked behind the scenes. And so I would like to mention Joe W. Gerrity. Joe Gerrity was about Dr. Little's age. I don't know

he may have been a little older than he, but he was a faithful alumnus of the University of Maine. He went through the University of Maine in three years and went to Boston and started a lumber brokerage business and became very wealthy but he was still a State of Mainer. And he was very conservative. One of his expressions to me was, whenever he thought I was going off the deep end, was the lean horse wins the race. And Joe Gerrity, I am sure, was connected with the Laboratory almost from its inception. And gave a lot of valuable business advice to Dr. Little. and Dr. Little as a scientist and not withstanding all his other attributes, he was not much good at business, which is understandable. Joe gave me a lot of good advice. Whenever I'd go to Boston I'd always call him and talk with him. Then there was Eleanor Jackson, Eleanor Jackson Warren. She was Roscoe B. Jackson's daughter. And I suppose that almost from childhood that she was exposed to the Laboratory, but I don't believe she had any real consuming interest in it until shortly before the fire, one of her boys came down with leukemia and I believe that is why I used to see her around here quite frequently because she'd come in and be talking to Dr. Little and trying desperate--but she was a smart, smart business woman. I don't think she was ever in business but she was just one of those people who can go right to the heart of a problem and do something about it. Well, she was instrumental in getting

getting her brother, Richard W. Jackson, to serve as the Chairman of this first Board of Trustees. He was an executive vice-president of the Hudson Motor Car Company in Detroit. And where we had had an informal type of loose organization, it tightened right up with a guy like that. We even had in our meetings in New York, we even had stenotypists there to take the minutes of the meeting. He wanted everything right down there. She did a lot for the Laboratory, Eleanor did. She got us into the Michigan United Fund and I think we are still in that. That's the fund raising thing for the state of Michigan and we used to go out there and have to go out on appear before--we used to have to go to New York and appear before the national United Fund and then to Detroit, Ann Arbor or one of those places that they were holding their meetings, to appear before the Detroit chapter of the United Fund. But Eleanor always made those arrangements and she was interested in the Laboratory for a long while but I think she got a bit miffed when the trustees decided to change the name of the Laboratory from Roscoe B. Jackson Memorial Laboratory to The Jackson Laboratory. They made a concession by putting down at the bottom of the letterhead, founded in memory of Roscoe B. Jackson, but I notice now, that has disappeared. But Eleanor, ever since then, she never attended a meeting and never contributed any money. Another guy, another man, by name of Harold Bozell. Now

here was an association I think that Dr. Little, I think he must have gone to college with a fellow by the name of Morris Lacroix in Boston. Morris Lacroix for a while, I think, was on our Board of Trustees, but he was instrumental in starting the General Telephone and Electric Corporation and Harold Bozell was an electrical engineer and also a professor of electrical engineering who for a while was President of GT & E. And so, he came on board and he brought with him, I think, Robert Gantt, who was vice-president of IT&T and then Tony Kerin, who was in the wholesale stationery business in New York. But who also had a communications background, so you can see these three fellows got together and Bozell did a lot of work for the Laboratory. I remember that when we were rewriting the bylaws and Bozell was one of the knitpickers. Oh, he was and Dr. Green was that way a little bit, you know. They wanted everything just right. So those fellows would argue for hours about how to word this or that. And Dr. Green got a great kick out of Harold Bozell. I am sure there are a lot of scientists who were volunteer workers but I'll only mention one or two of them, one was Dr. Adair, who was a prominent New York surgeon. And he was connected with the American Cancer Society the same time Dr. Little was. And he was a fellow that did breast surgery almost entirely. I forgot how many operations they say he'd do in a single morning.

But he had a lot of grateful patients. And wealthy grateful patients and he was able to steer money to the Laboratory. He was very interested in the Laboratory. There was Hugh Knowlton. He was an investment banker and a partner in Kuhn, Loeb and Company in New York who did a lot for the Laboratory. I remember Francis Sherwin from Cleveland. Now I think he came on the Laboratory board through Dr. Little's son, Bob Little. Bob Little married a girl by the name of Halle from Cleveland and I think that the Halle family had a department store there in Cleveland and I believe that Fran Sherwin married one of the Halle girls. But at any rate, the Cleveland connection came in then. There was also Sheldon Goldthwait, who was a banker here in Bar Harbor who really did a lot for us when it came to borrowing money, which I will get into a little later. Dave Place, David Place, a lawyer in Boston who served as our secretary. Another conservative fellow who would put his foot down when he saw that anybody was getting out of line and we were able to operate a good many years that way without borrowing a nickle. Marvin Bravermann was a Washington lawyer and helped us out as I will describe in a few minutes. And I already mentioned John Kilduff who in addition to solving the mouse cage problem also helped us solve the problem of the mouse cage cover. We used to go to the local mill and have wooden frames made for our mouse boxes and we put galvanized hardware

cloth on those stapled to that and then the general assistants would take hardware cloth home and make the hoppers for the food and we would pay them so much a hopper. Through John Kilduff we were able to contact the Marlborough Wire Goods Company, down in Marlborough, Massachusetts and here is another man that took an interest in the Laboratory. He came up quite frequently and was able to manufacture a wire cover for us, first it was cadmium plated. And the scientist decided that cadmium, in the literature, cadmium was poisonous, so we had to have it tin plated. But as far as I know they are still using that cover, unless they changed now. When I left the Laboratory they were working on a different system for covering the boxes. Well, the final fellow that I want to mention is a scientist, Leonard Carmichael, Dr. Leonard Carmichael, who was former President of Tufts University and Secretary of the Smithsonian Institute. And he, I am sure, gave a lot of advice on the scientific side. Before Dr. Green arrived I remember him coming to the meetings. Let's see what I have forgotten here. Well, about 1950, I guess, '49 or '50, after the new board of trustees got into operation, Dr. Little conceived the idea of starting chapters and I think he started the American Cancer Society chapter idea all over the country raising money. So we formed the Jackson Laboratory Association, the idea being that we would set up these chapters all over the country and



have people raise money for us. Well, Mr. Gantt, Bob Gantt, I mentioned the IT&T vice-president, took over as chairman of that organization. And we hired a person by the name of Rosalie Slocum, who was a public relations person, based in New York. She had an office there in New York, or she may have established an office when she made contact with us at the Laboratory. And she did not only public relations work but she did fund raising work and she organized these chapters. And reported to us regularly on her work. Those chapters went on for quite a few years. Rosalie Slocum left us and we got another woman whose name I can't remember who carried on for a while. Then finally we figured that the cost was not justified and we moved the whole operation back to the Laboratory. We set up our own fund raising organization and public relations organization there. So that was phased out. Well, the Unit 4 was, I don't know when Unit 4 was completed, I guess maybe 1951. It was before Dr. Green came. I have forgotten when he came.

SM: Around '54 or '55.

DF: Well this must have been 1951. We had completed the building fund campaign. The National Institutes of Health gave us a generous contribution and while the Damon Runyon Fund gave us a contribution. The only money we ever got from Damon Runyon. I can't think of some of the others but there are a lot of them. We got enough money together to build that

building. We selected Alonzo Harriman Associates from Auburn, Maine as architect. We had troubles getting supplies because this was right after the war and everybody was scrambling for supplies and they had specified the same aluminum panels for the outside of the building as were being used in the United Nations building in New York, so they had the inside track, I guess. So we had some delays there.

George Snell and I went down to New York and New Jersey on a trip to get ideas about laboratory space. I remember we went to the American Tel and Tel research laboratory out in New Jersey. Tibby Russell's uncle was head of that laboratory and he laid the red carpet for George and I so we were taken by a limosine from New York right out to New Jersey. And it is there that we got the idea of movable partitions. So the Unit 4 had all asbestos movable partitions so that you could change laboratories around as you want. Actually, I don't think we ever used, very seldom at least, utilized that principle but I have often thought since what about that asbestos.

SM: Yes, right.

DF: It has been painted, I am sure, a number of times, but I won't bring that up. Let's see. I mentioned Unit 4, oh I should mention about, I guess it was about the time when Dr. Green came that we got involved with the CCNSC program. That is the Cancer Chemotherapy National Service Center program.

The government, Congress appropriated \$50,000,000 to study the effects of certain chemical on cancer. There are a lot of untested chemicals, particularly from the brewing industry. They get all these chemicals as a byproduct of their operations and nobody knew anything about them. And so it was decided that they should be tested to see if they had any effect on cancer. Well, the Laboratory was selected to supply the breeders of a hybrid that would carry a certain type tumor. And I think the cross, the breeders were C57 Black 6 and a DBA2 mouse. And the idea was that the Laboratory would produce these breeders and send them to so-called satellite breeders and the satellite breeders would produce the hybrids. And furnish the hybrids to contractors who for a certain fee would test the animals for cancer. Test this hybrid that had--would carry a tumor, so we went into this. And of course, we didn't have any facilities, really. We built two small wooden buildings back of the main Laboratory and I think we must have used these to produce the breeders. But we also got into producing the hybrids because the demand was such that the satellite breeders couldn't furnish all the mice that the government wanted. So we had off site breeding places. We took over a funeral parlor and then an abandoned school house in Otter Creek, a neighborhood house in Seal Harbor, a barn up in Salisbury Cove.

SM: I have been told that the American Legion Hall in Southwest

Harbor.

DF: Yes, that is right. I had forgotten that one. But at any rate, this made quite an increase in our staff animal caretakers. I have forgotten how many, but you can imagine. We had to have people transporting these cages back and forth to be washed. We had to have people there doing the work. This went along until we decided we had to have really a building specifically designed and used for the production of mice. The production, we always argued, we were not only producing these mice for sale but we were producing them to observe them because the more animals we produced the more mutants we uncovered. And the more mutants we uncovered the more animals we had for research tools. And we had been using a piece of park property again to the south of the Laboratory owned by what was called the Wild Gardens of Acadia. And our sewer line must have gone through there and our sewer line went through what had been the Morrell Park. Morrell Park was also know as Robin Hood Park. It was a place where in the old days they had a race track and they used to hold gymkhanas down there. And it was owned by the Morrell Park Association and it hadn't been used for, good Lord knows how many years, but there were still two members of the Association still alive. One of them was a lawyer and some how or another we got that piece of property transferred to the Laboratory. And then we set about planning the construction

of what is now known as the Morrell Park Laboratory. We made application for construction funds to the National Institutes of Health but we were a little too late. They had just instituted a policy where they weren't giving any more construction grants. But we had also made application for all of the equipment. I had forgotten how much that was but all those steel mouse cages were involved in that. As well as washing machinery and what not. Finally the equipment grant came through but we didn't have a building.

SM: No.

DF: So, for the first time we borrowed money to build the building and here is where Sheldon Goldthwait helped us. Frank Gerrity, the son of Joe Gerrity of Boston, in business with his father, who was a director of one of the Boston banks down there, helped us. And so we got the money together through the two local banks, the First National Bank and the Bar Harbor Banking and Trust Company. The Union Mutual Life Insurance company with Nelson and David Rockefeller's endorsement, they were not taking any chances. And the State Street Bank and Trust Company in Boston. And we paid that loan off well ahead of time. Because we had good success with our mice. But one of the interesting things that confronted the business office was dealing with the CCNSC contract offices in Washington. We had to produce a budget every year for the production of the breeders and also had to

make a contract proposal for the production of the hybrids and this was a cat and mouse proposition. We knew what we wanted for a price, we were the only ones who knew how to figure the cost of producing mice. We had auditors come up here who were at sea, they didn't know anything about it. But for years we would submit these contracts and the contract officer would call up and say, now can't you give a little bit on this so we would knock off a cent or a fraction of a cent and that is all they needed to go to their bosses that they had made a reduction. So, I guess we, the Laboratory is no longer involved with that contract. I guess the CCNSC project is gone. Well, another interesting thing was that as we got into the construction and the planning of the Morrell Park project, we had to have a sewer line and we had to have a water line. We had to have an electric power line and those all had to come over to that land to the east of the Laboratory that was owned by the Acadia National Park. And the Acadia National Park had the Bear Brook Campground, you may know where that is which is south of the Laboratory and they were using a little piece of our land in the Morrell Park land, and had been for years. They had several fireplaces on it, so we decided that we should try to arrange an exchange of land with the park. Well, that took about two years. I went to Washington twice, I think to appear before congressional committees. These two pieces of land were appraised

for around \$500 each and despite what people say about the free spending of Congress, I can tell that when it comes to parting with any government land they are darned conservative. They are awfully careful. We finally got it through. So we now own out to the Ocean Drive Road and our back driveway comes in from that road and our power line and sewer line goes down through there. The next piece of construction ... that Dr. Green went into is Unit 5. That was his project. And then there was the mammalian genetics laboratory and the library and conference center. These took an awful lot of planning and wheeling and dealing and budget reductions and making changes to accommodate the reduced money. Water supply was another problem that we were concerned with. I mentioned that for years we couldn't get water pressure on the top floor of the Laboratory particularly on warm days when people had sprinklers going on down town. The water company put in a booster pump for us. And Unit 3 construction included a booster pump down in the sub-basement. But even so, we had problems and I remember that we talked about standpipes and the trustees said no standpipes. You know these things that stand up on legs. Those would be a sight and the park wouldn't stand for that and even if - finally we put in a storage tank up on what was the W. S. Moore property, I guess. On the west side of Route 3. And even then on real hot days, the

level of that tank would get down to the point where we would have to get in touch with the water company and have them turn the pumps down out at Eagle lake.

SM: Oh my goodness.

DF: So, I hope that that is still providing sufficient water. I must say that I can't imagine a job any more fun than this one I had for thirty years. Think of all those captains of industry that I was connected with in New York and Detroit. All the traveling. I was my own boss. I could do anything I wanted.

SM: Even go fishing?

DF: Well, no, I was no fisherman. I think I was versatile in a certain sense because I had a little exposure years ago to construction. I was in radio manufacturing for a little while, I had an accounting background, so if I decided I wanted to draw some charts, if I wanted to fool around with how we were going to get water, I could spend my time on that. There was such a variety of things that it made it terrifically interesting. As I wrote Dr. Little after he retired, I guess it was on my 25th anniversary at the Laboratory, I told him that I couldn't imagine any career that I could have pursued that was any more interesting than that. And so, with that I think I will knock off.

SM: Now, you were under two directors: you were under Dr. Green and Dr. Little?



DF: Right.

SM: Did you retire then about the time when Rich Prehn came?

DF: Yes, I retired just before Rich Prehn came. I was kicked upstairs. I was made associate director. I didn't have anything to do with- this was after I retired. I retired in 1973 and no, that doesn't make any difference. Dr. Fuller, John Fuller was associate director and Dr. Green and I were about to retire and he retired two or three years after I did. I retired in '73 and I stayed on for two years and finally left the Laboratory in 1975. I mean, yes, '75. And I think Dr. Green retired soon after that but when Dr. Fuller was--got another job, left the Laboratory, Dr. Green didn't want to appoint another associate director, another scientist, because he felt that that ought to be for the new incoming director to do. So he made me associate director. So I set up there in the big office, I didn't do much except read the mail and--because I had good people around me all of the time I was in the Laboratory. And the Laboratory was very generous with my time and I think very few people know of the contribution that the Laboratory made to the community. I am not taking any credit for myself, but I was chairman for the Mt. Desert Regional School District board of trustees and I spend a heck of a lot of Laboratory time out there on that site, while they were planning and building that building and I spent a lot of time as president of the MDI Hospital where

they were doing the alterations down there and Dr. Green was all in favor of it, you know. It was a contribution to the community.

SM: Of the two, Green and Little, which one did you like to work with more?

DF: Well, I really didn't have much contact with Dr. Little because I indicated, I think, that he was not oriented much toward business. He was a very pleasant guy to work with. He was one of these people who--he might be interested in little things in connection with the Laboratory but the big things he could care less about because he was interested in his research work. I think I enjoyed Dr. Green more, maybe, because I was with him longer. He was a very good administrator and I think he came to the Laboratory really without much administrative experience, but he sure picked it up and he was meticulous in his administrative work. He always did his homework. He ran a democratic organization. When he made a decision, he was firm about it. He was fair. I think he is probably about as good an administrator as I have seen. He was a person who was more interested in the little things and I think that is typical of most good administrators. They let the big things go. But I had good people around me, Austin Carter and Bob Theriault, both of whom are still there now. Big helps. I might mention that I said that Dr. Little wanted the place, wanted the Laboratory

a place in which to live as well as work, and Dr. Little, Prexy we called him, Prexy and Bea, Mrs. Little were great party givers and we used to have parties there at the Laboratory for the general assistants every now and then, but more frequently we used to have parties for the scientific staff and I was always included. And usually held them at the Little's house where we played what we called the game, which was charades. That was their favorite game. And we had cookouts down there, at- in those days, pre-fire, I remember that we were down there outside having a cookout when it was announced that the atom was split. But as things went on and the Laboratory got bigger and we got more formal and had fewer parties.

SM: Well, it got too large a group to have parties in a home unless they were palatial homes.

DF: But I think now, since I have left, I think the new personnel people down there, they do have picnics and what not for the employees which is very good.

SM: It does still have a convivial atmosphere. Now do you feel at one point, you knew everybody that worked at the Lab?

DF: I did. And I knew them and I knew their families. One thing that I was very careful about, if any misfortune, such as a death in a family occurred, there was somebody right there at their doorstep the next morning to see whether they needed any money, or general assistance.

SM: Oh.

DF: And we also had a system where we could loan money interest free to anybody who worked at the Laboratory. I don't remember any scientists, yes, I guess I do remember a scientist that took advantage of that. I had good relations with the scientific staff. There were some prima donnas as you can imagine among the educated people. But you had to treat each one of them differently. I had I guess the ability to do that. I only had one occasion where I had any difficulty. This scientist, I have forgotten now the details, but it is something that went on for years. ... was bugging me and so one day she came into my office and I flew into her. I lost my cool and so I understand that she went to Dr. Little and said that either she got through or I'd get through. And Dr. Little said, well, you'd better get through.

SM: Wow.

DF: I often wondered, she was at Hamilton Station and I don't know, there is something that was going on there that she didn't like, or she didn't like me for some reason, I don't know. It is interesting.

SM: Did you ever think when you started that first day that you would wind up having thirty years of interesting-

DF: No, I really didn't. The fire, of course, changed everything. The Laboratory got publicity all over the country and all over the world you know. And I am surprised now when

I speak of the Laboratory now to doctors, they don't even know what I am talking about. Even with all of the publicity that we have generated over the years, but that changed the whole complexion of the Laboratory after the fire. It was a good thing, really.

SM: I know when I have interviewed people like Watson Robbins, they looked on the fire as the perfect solution to the bed bug problem.

DF: Ya.

SM: Rather drastic, but it worked.

DF: That's right, it cleaned up the bed bugs. We never had any after that.

SM: Oh, I have done a series of oral history interviews, one in the last two years has taken me all around the world in scientific laboratories. And every place I go I will see that big, thick looseleaf with the big word, Jax mice on the spine. For the Jax hybrids. It is all around the world.

DF: We did a little market research in my time and somebody out on the road trying to find out what there was about our operation that they liked or disliked. The idea was to generate a few more sales, I guess. But we really didn't need that. I am amazed the way the orders have held up and of course Dr. Murray, Dr. William Murray, came to the Laboratory right after the fire, I think, and no, he must have come to the Laboratory in '48 or '49. He was with the Laboratory

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he was one of the original in the scientific staff, as you probably know. And he took over the production department.

END OF INTERVIEW