Dear Harry:

Just a note to say that I spent several hours last evening with Jane Estes. As I expected, I found that the series of episodes leading to her dismissal were in themselves trivial—and they all seemed to me to be comparable to other incidents described by a number of other people. They all, taken as an accumulation of episodes and attitudes, indicate to me a very serious situation.

The trivial character of them all

AT TIMES SQUARE—THE PLACE TO STAY and THE PLACE TO PLAY
Should not mislead us into thinking that they can be regarded casually. When people are unhappy and unfairly treated, nothing which causes these results can be considered trivial.

I have advised Jane not to discuss these things, and for the present not to go up to the school, as she had planned, to get some things from her trunk. She will ask Helen to send what she needs. I have also told her she could refer anyone to me. In the future she sends opposition to her applying for some opening in women's education. I told her we would regard our talk, as between ourselves.
It seems to me she has Okuma integrity, courage and a desire to help the school in whatever she has done—she may not have always used the best judgment, in talking so much about it, while she was still employed there, but this was natural, as she was so puzzled, in trying to find a solution. I see no reason why eventually she can't find some place in workers' education and contribute a lot to it. Five and all this to her.

Dies on a bus, which accounts for this jerky paragraph.
back in Wash. tonight.

I've seen John Connor, Fanny Roquin, Jim Hill, Charlie Cagan, Grace Quinby, Jim Healy, John Smith and a number of other faculty & Board members. Only, with John, I did not discuss the administration, thinking it would be little use and only make it difficult for him. He was helpful on the general problems of the school.

Our immediate action is:

1) Try to clear up the present, and impending, deficit by special appeals in several cities

2) Gather more facts & impressions before the Board meeting

3) Propose to the Bd.

  conference of Educ. Directors of Unions in Oct. letting
The next steps depend on what they say—certainly a thorough analysis of school policies is needed, and letters requisitioning or closing down, if we can't finance it.

Only — no one's been talked with thinks the school should be closed! So what?

Anyway, thanks for your good help, Harry, in this tangled situation. As I see it, the less talk about it the better — till something is decided — yours —

Jane