April 10, 1935,

Dear Glueck:

With regard to asking Mr. Warturg for a contribution at this time, I have been wondering whether it would be well for me to try to see him myself, and if so whether it would be wise to have Mr. Moon come to New York to join me in the interview. I wonder also whether it might not be wise to wait until the campaign for the University in Jerusalem is over. If you are going to ask Messrs. Patten and Warburg to review our investments again in the near future, would it be better to ask for their gifts to the Endowment before or after they do this? I think I shall write to Dr. Adler and ask his advice, since he is both a member of our Endowment Committee and a close friend of Mr. Warburg.

The reduction of the Annual Professor's salary is a delicate matter. For 1936-7 we have already appointed Annual Professors for both schools, and both of them are from Chicago. What will be the salary of the Baghdad man? Since cuts are the order of the day, and many professors are taking cuts in salaries they have already been receiving to say nothing of appointments for the future, there can be nothing unethical in reducing the amount of these salaries. I hate to have to do it, however, and sufficient notice ought to be given to the men concerned to permit them to withdraw if the amount seems insufficient to them. That is the only reason I can see for taking up the matter with the trustees before our next regular meeting. The committees of the two schools ought to consider it first, I should think. You might take it up with Worgenstein and Barton, telling them if you wish to that you are doing so at my suggestion. If they approve, you might write to Olmstead and Graham (or get them to do it), saying that in making up the budget you find it will probably be impossible to appropriate more than a stated amount for their salaries and asking whether they think it will be possible for them to manage with that much. That
much might be done before the budget comes before the trustees for a vote, and the men could not then complain that they had not received a fair consideration. If in your judgment and that of the two committees, however, it seems better to consult the trustees first by correspondence (including Breasted, incidentally), I can send them a circular letter asking for an informal vote, to be officially ratified when the budget is adopted.

In any case I am glad you are raising the question now, because I felt that last year we did not have sufficient preliminary discussion of our budgetary problems and had to act rather hastily.

Sincerely,

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