



THE UNIVERSITY OF MICHIGAN LAW SCHOOL
ANN ARBOR, MICHIGAN 48109-1215

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Peter Hammer
1885 Lucretia Avenue
Los Angeles, CA 90026

Dear Peter:

I am writing to convey to you a formal offer to join our faculty. I hope you know how much pleasure it gives me to extend the invitation and how much we all hope you will accept.

Here is a rough summary of the terms of the appointment. You would have the title of Assistant Professor of Law, with an initial appointment of three years. During your third year, there is a modest review, and if you are making "satisfactory progress toward tenure," you will receive a second three-year contract. Our current rules regarding tenure provide for consideration in the fifth or sixth year of teaching; a favorable tenure decision carries with it promotion to Professor of Law.

Your initial base salary for 1995-96 would be \$75,000. The salary is paid for service during a nine-month academic year, but for convenience we are paid in twelve monthly installments. You will also be eligible to draw on the Law School's research endowment to supplement your nine-month base salary whenever you conduct research during the three summer months (which, for most of us, is every summer). Just to give you a sense of scale, I can report that if you had earned \$75,000 for teaching during 1994-95, you would have been eligible to receive an additional \$11,250 to support research during the summer of 1995.

The Law School supports research in a variety of other ways as well. In addition to the traditional university program of sabbatical leaves, the Law School supports mid-sabbatical paid research leaves as appropriate. In the case of untenured faculty members, that support translates into a one-semester leave during the fourth year, to conduct research at full pay without any teaching or administrative obligations.

Additional endowment funds are available to cover books, research assistants, travel, and other direct costs of research, and I would be happy to provide you with further details if you wish.


The University of Michigan provides a generous package of employee benefits that include a pension plan, disability insurance, and a choice among health insurance programs.

Obviously, moving from Maryland to Michigan will entail significant one-time dislocation costs. The Law School has available a variety of different funds to help you to defray those costs. For example, we will be happy to cover the costs of one trip to Ann Arbor to get to know the junior faculty a little better and to explore the housing market, as well as the costs of moving your personal effects. If you should choose to buy a house in Ann Arbor during the your first three years on the faculty, we will provide you with a one-time supplemental housing adjustment of \$10,000, together with a five-year bridge loan of \$20,000. Once again, I am happy to provide you with whatever further details you like.

I hope this is enough to cover the essential terms of our offer. Please feel free to ask whatever additional questions you like.

And most of all, let me repeat what I told you by phone — the entire faculty is extremely enthusiastic about the prospect of having you join us on the faculty of the University of Michigan Law School.

Sincerely,



Jeffrey S. Lehman