

The objective of obtaining letters from external reviewers “at arms’ length” is to solicit an objective, impartial assessment of the candidate’s academic progress. To that end, external reviewers “at arms’ length” must have no conflicts of commitment or interest with respect to evaluation of the candidate. The following guidelines should be helpful but are not exhaustive. The P&T Committee reserves the right to characterize the relationship between the external reviewer and the candidate.

External reviewers “at arms’ length” may have:

- Met at professional meetings
- Served with the candidate in positions in professional societies
- Been colleagues on review boards
- Served together on grants reviews/study sections
- Served together on national committees
- Been hosted by candidate for visiting professorships/seminars
- Hosted candidate for visiting professorships/seminars
- Been the editor of a journal the candidate submits an article to OR is a reviewer

External reviewers “at arms’ length” may not have:

- A major scientific professional role in the candidate’s career
 - Contributing to the scientific development or execution of a project(s) in a substantive, measurable way (Senior/Key Personnel, Project/Site/Core Director, collaborator, or consultant)
 - Co-authored manuscripts
 - A major teaching role with the candidate
- Been a scientific or career mentor for the candidate
- Directed a training program in which the candidate participated
- Employed the candidate
- Employment from the same institution as the candidate at the same time
- Personal relationships with candidate
- Business relationships with candidate
- Asked the candidate to be a on an editorial board
- Shared patients with the candidate resulting in a close working relationship
- Been a member of candidate’s thesis review committee
- Wrote a chapter in candidate’s book/candidate wrote chapter in reviewer’s book
- Unusual circumstances that lead a reasonable person with all the relevant facts to question the impartiality of the reviewer