



**RUTGERS**  
Institute for Pharmaceutical  
Industry Fellowships

**SANDOZ**

# Pharmaceutical Industry Fellowship Program 2026-2027

Leadership | Tradition | Motivation | Development | Dedication

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# Welcome to Prospective Fellows

Thank you for your interest in our Rutgers Pharmaceutical Industry Fellowship (RPIF) Program here at Sandoz. At Sandoz, we offer a unique opportunity to our fellows as they get the opportunity to see a wide array of filing types and dosage forms.

Sandoz is considered a global leader in both Abbreviated New Drug Applications and Biologics License Applications, which has resulted in strong positions in both the Generics and Biosimilars commercial space. In addition, Sandoz has a number of 505(b)(2) and 505(b)(1) New Drug Applications which are utilized by patients around the world as first line treatments.

As a global leader in generic pharmaceuticals and biosimilars, our purpose is to identify new ways of improving and extending lives. We work with patients, physicians and healthcare professionals to explore continuous lifecycle improvements for pharmaceutical products, which will lead to greater access through new and innovative filings to help ensure patient compliance.

The unique and broad background of a Pharm.D. is highly valued in the pharmaceutical industry, and especially at Sandoz. The experience you bring will help us to meet our ambitious goals. In exchange, Sandoz provides mentorship, development and an array of growth opportunities for fellows, not only during their time in the program, but throughout their career. Our successful fellowship program has provided numerous opportunities to learn, develop, collaborate and contribute to the pharmaceutical development process.

I am excited to learn more about your interest in Sandoz and believe that we can truly offer a unique opportunity for our fellows. Best of luck to you through the application and interview process.



Linda Staikos-Byrne  
Executive Director  
Regulatory Affairs Biosimilars

# Sandoz Company Profile

<b>&gt;USD 17bn</b> Savings delivered to US and EU healthcare systems <sup>1</sup>	<b>~500m</b> Patients currently reached by Sandoz products <sup>2</sup>	<b>&gt;USD 180bn</b> Social impact <sup>3</sup> delivered globally by our key products only
<b>&gt;90</b> Countries where our Biosimilars are currently available, >56% of LMICs+UMICs <sup>4</sup>	<b>8</b> Biosimilars available for patients in the market	<b>24</b> Biosimilars in the pipeline
<b>&gt;50</b> Antibiotics in our portfolio enabling HCPs to provide the right treatments	<b>&gt;40,000</b> HCPs reached over the past 2 years in 15 markets and trained on responsible use of antibiotics	<b>&gt;EUR 250m</b> Planned investment in unique European-based, vertically-integrated production network

Our plans for the future are to be a world-leader making high-quality, cutting-edge medicines accessible to patients.

Sandoz offers a broad portfolio covering all major therapeutic areas, resulting in substantial savings and improved access to healthcare for patients.

# Our market leadership is based on a powerful heritage and a clear Purpose



## **S**CIENTIFIC HERITAGE

Our strong foundation in science has yielded a long and proud heritage of innovative firsts, which have made Sandoz the global leader it is today – and intends to be tomorrow.



## **A**CCCESS IS OUR PURPOSE

Access, for patients around the world to the medicines they need, is at the root of our Purpose. It is the reason we do what we do.



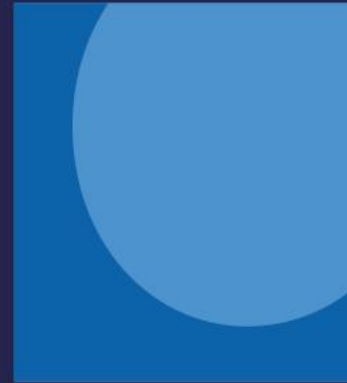
## **N**OVEL WAYS DRIVE PERFORMANCE

Novel ways of delivering on our Purpose drive the financial results that allow us to continue reinvesting in the future of our business.



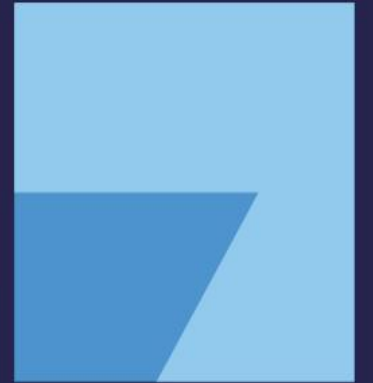
## **D**EMOCRATIZING BIOLOGICS

Democratizing biologics is central to how we help shape the future of healthcare at a time of ever-increasing healthcare costs.



## **O**PTIMIZING OUR PRESENCE

We leverage our global strengths across a range of market models, delivering more medicines to the people who need them.



## **Z**EROING IN ON ESG

We are focused on the positive social and environmental impact we have on our employees, on patients, and on communities around the world.

# We have a long and strong global brand heritage and a long history of firsts

## Our heritage

**The Sandoz brand is a seal of quality, trusted by patients and healthcare professionals around the world.**

Since its creation over 100 years ago, the Sandoz name has been associated with pioneering medical discoveries. This pioneering spirit is as strong today as ever, as we work tirelessly to find new ways to bring advanced medicines to more patients.

**1886**  
Creation of Kern & Sandoz in Basel

**1917**  
Sandoz begins **in-house pharmaceutical research** with the hiring of key personnel

**1929**  
The company launched Calcium Sandoz for the prevention and treatment of calcium deficiency. One of the highest selling pharmaceutical products of its day, it helped to assure the future of Sandoz as a pharmaceutical company

**1939**  
The Kern & Sandoz name was shortened to Sandoz, a name it operated under for nearly 60 years

**1946**  
Brewery in Kundl, Austria, adapted to manufacture penicillin at scale. Five years later, it made the world's first oral penicillin. By 1963, the Kundl plant was part of Sandoz

**1996**  
Sandoz and Ciba-Geigy merge to form Novartis

**2002**  
Acquisition of Lek (Slovenia)

**2005**  
Acquisition of Hexal (Germany)

**2020**  
Acquisition of Aspen's Japanese operations

**2023**  
Acquisition of Mycamine antifungal brand from Astellas

**2023**  
Sandoz spins off from Novartis

**Building the foundation**

**Establish global leadership**

**Investment in innovation and biosimilars**


**1951**  
Launch of first oral penicillin

**1980**  
World's first recombinant interferon-alfa

**2003**  
Sandoz is established as the umbrella brand for Novartis Generics business

**2006**  
Sandoz introduces first Biosimilar

**2023**  
Partnership announced with Just-Evotec Biologics

 For more details on our heritage /[www.sandoz.com/ourhistory](http://www.sandoz.com/ourhistory)



# Sandoz's four Values that drive the way we operate

Our culture at Sandoz is founded on integrity and inclusion and underpinned by four clear Values that define how we will deliver our strategy, achieve our Vision and realize our Purpose

Team up to  
break barriers

Work together  
to drive access



Be as ambitious  
as our Purpose

Be bold to make  
change happen



Lead by  
example

Commit to making  
a difference




Open  
minds  
open doors

Create new  
opportunities



# Sandoz Biosimilar US Portfolio

 **ZARXIO**<sup>®</sup>  
(filgrastim-sndz)


 **jubbonti**<sup>®</sup>  
(denosumab-bbdz) injection  
60 mg/mL

 **ZIEXTENZO**<sup>®</sup>  
(pegfilgrastim-bmez)

 **Hyrimoz**<sup>®</sup>  
adalimumab-adaz

**TYRUKO**<sup>®</sup>  
(natalizumab-sztn) <sup>300 mg/</sup><sub>15 mL IV</sub>

 **Pyzchiva**  
ustekinumab-ttwe | 90 mg/1 mL

 **WYOST**<sup>®</sup>  
(denosumab-bbdz) injection  
120 mg/1.7 mL

 **Omnitrope**<sup>®</sup>  
(somatropin) injection

# Sandoz Fellowship Program

## Our Program

At Sandoz, our work is focused on improving access to medicines. Our program is designed to prepare our fellows to become proficient, ethical, and confident pharmaceutical industry professionals.

In this 2-year fellowship, the first year is dedicated to one department that is described in the brochure. In the second year of the fellowship program, the fellows have the option to select additional rotations based on their interests to gain a varied perspective on the business and obtain new skills. Fellows are provided the opportunity to attend seminars and workshops to develop professional skills such as time management, negotiation abilities, presentation skills, leadership and project management capabilities. Opportunities for internal training and attendance at medical and professional conferences are also available. Additionally, the program is designed to foster cross functional collaboration and teamwork to advance their understanding of the business in totality.

We are a global leader in generic and biosimilar medicines, committed to playing a leading role in driving access to medicine worldwide. Our program is an incredible development opportunity where fellows can learn how to build and leverage their skills, and to contribute to society's ability to support growing healthcare needs.

Here at Sandoz, we see our people as our greatest strength and the driving force that will shape our future and impact on millions of lives!



# Program Objectives

During the two-year program at Sandoz, the fellow will:

- Gain a comprehensive overview of key areas within the pharmaceutical industry through practical insights and experiences.
- Expand clinical knowledge through participation in both industrial and academic programs.
- Promote the role and value of a clinically trained pharmacist within the pharmaceutical industry.
- Actively participate in specific areas of industry and academia through direct involvement in various projects and assignments.
- Become highly marketable for employment opportunities within the pharmaceutical industry.

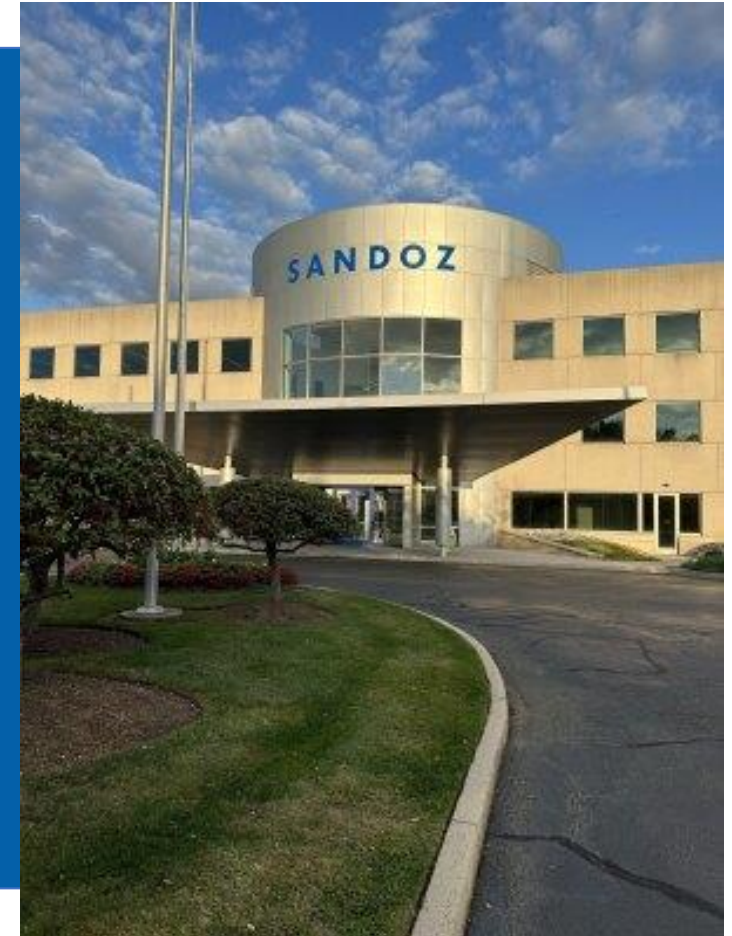


# Hybrid Working – Flexible Experience

Sandoz fellowship positions are located at the Princeton, New Jersey US Headquarters site.

Fellows work in a **hybrid position** and are expected to work onsite at the company's Princeton office a minimum of two days per week in line with company policy. Our Sandoz flexible hybrid working approach allows US office-based employees to work up to 50% of their monthly workdays remotely.

In-Office days are aligned with the preceptor and generally centered around "anchor days" with a focus on group meetings and team interactions.



# Sandoz Fellowship Program Leadership – Fellowship Director

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*"The Sandoz PharmD Fellowship is a commitment to mentorship, innovation, and professional growth. As a PharmD fellow, you won't just observe, you'll contribute meaningfully to projects that shape the future of healthcare. Our program is designed to empower you with the tools, experiences, and network to thrive in the pharmaceutical industry. "*

## **Jackline George**

*US Biosimilars RA Team Lead*

*≈ 15 years in Global and US RA in pharma industry*

*MS/BS Pharmaceutical Science*



# Regulatory Affairs Preceptors

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**Laura Harner**  
Associate Director  
Regulatory Biosimilars



**Jessica Greenbaum**  
Director  
Regulatory Policy US

# Regulatory Affairs

## Recruiting 2 Positions:

- 1 Global Regulatory Fellow
- 1 US Regulatory Fellow

## Regulatory Affairs Strategy

- Serve as the primary liaison between Sandoz and the Health Authorities worldwide (e.g., US Food and Drug Administration) for regulatory activities and submissions.
- Provide strategic input and tactical support to expedite the submission and regulatory approval of biosimilar medicines.
- Submit and maintain regulatory applications (e.g., Investigational New Drugs [INDs], Clinical Trial Applications [CTAs], 351(k) Biologics License Applications [BLAs] and Marketing Authorization Applications [MAAs]).
- Provide strategic regulatory science input into development programs (from early programs until approval) in key biosimilar areas such as oncology, immunology, neurology, etc.



**Amal Agarwal, PharmD, MBA**  
Current 2nd Year Fellow

Global Regulatory Affairs Strategy Biosimilars

*“At Sandoz, my project leads and mentors provide me with a challenging and supportive environment to develop my Regulatory knowledge and expand my professional leadership skills. Through integration into the Regulatory team, I have been able to work in key projects and learn about unique regulatory considerations.”*

# Regulatory Affairs

Not Recruiting

## Regulatory Affairs Policy

- Lead internal working groups to achieve aligned company policy positions and objectives and execute advocacy plans
- Promote meaningful regulatory requirements to facilitate the development of generic and biosimilar medicines
  - Coordinate with trade associations, including with respect to the upcoming BsUFA and GDUFA negotiations, and interact with health authorities via conferences, FDA public meetings, and EMA interested party meetings
  - Comment on draft guidances from health authorities and generate publications and presentations to support company policy positions
- Utilize expertise and network to support other functions within Sandoz including briefing on external trends, advising on health authority requests for development programs, and serving as a subject matter expert to government affairs/med affairs/commercial.



**Nathan Hilton, PharmD**

Current 1st Year Fellow

Regulatory Affairs Policy

*"At Sandoz, the focus on medication affordability and safety deeply resonates with my values. As one of the world's leading generic and biosimilar companies, it offers the ideal environment for me to continue advocating for patients while expanding my knowledge in regulatory affairs. My colleagues foster a welcoming yet intellectually stimulating atmosphere, which plays a key role in developing my industry knowledge and skills that support my ongoing professional growth."*

**SANDOZ**

# Patient Safety Preceptors

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**Arooj Akhtar, PharmD, MBS**  
Associate Director  
Country Patient Safety Head



**Austin Olek**  
Director  
Patient Safety North America Region Head

Our team envisions harnessing innovative methodologies, technologies and thought leadership to ensure that individuals and communities have access to safe and effective medicines, with our diverse portfolio of products ultimately improving healthcare worldwide.

## Sandoz Patient Safety

### Foundations of Global and Local Patient Safety

- Understand how country specific patient safety functions drive compliance with applicable US and worldwide regulations and standards.

### Pharmacovigilance Operations

- Coordinate management of pharmacovigilance and medical device vigilance activities, driving operational excellence, strategy, and innovation, including management of external service providers and external alliances with partner manufacturers.

### Global Medical Safety

- Collaborate with therapeutically aligned global safety teams for Biopharmaceuticals & Small Molecule Generics, providing product oversight, streamlined safety services, and beyond, whilst driving operational excellence.

### US Risk Evaluation and Mitigation Strategies (REMS)

- Understand and support the design, implementation, and evaluation of REMS programs from our REMS Center of Excellence team.

### Innovation

- Learn to critically analyze patient safety related challenges in an ever-evolving pharmacovigilance landscape and provide strategic solutions to meet needs of a leading biopharmaceutical and generics organization.

## Sandoz Medical Affairs

- Responsible for supporting key Medical services such as Medical Information, and Medical Communications as well as Medical Governance and Operations.
- Focus on medical review of promotional and non-promotional materials and launch planning.
- Gain a deep understanding of clinical studies and statistical analysis to assess the use of this data in promotional materials and medical response documents.
- Develop medical information standard response letters and frequently asked questions.
- Participate in Medical Affairs strategic and tactical planning and join medical directors at key workshops and meetings for upcoming product launches.
- Understand how the Federal and State policies impact legislation and regulations that improve patient access to affordable medication.
- Support data generation activities alongside the HEOR/RWE team.

## Medical Affairs

- Support key Medical services such as Medical Information, Medical Education, IITs, Medical Sponsorships, Managed Access Programs and Medical Communications as well as Medical Governance and Operations.
- Focus on medical review of promotional and non-promotional materials and launch planning.
- Participate in Medical Affairs strategic and tactical planning and join medical directors at key workshops and meetings for upcoming product launches.

## Regulatory Advertising & Promotional Review

- Focus on FDA regulations that guide the pharmaceutical industry when developing promotional materials.
- Gain in depth understanding of how to ensure promotional materials are consistent with the approved FDA labeling.
- Collaborate with Medical, Legal and Commercial teams to provide Regulatory insights on commercial and medical materials.
- Learn to provide strategic solutions and critically analyze options that will result in meeting the business opportunities and maintain compliance to regulations.



**Ruth Li, PharmD**  
Current 2nd Year Fellow

US Medical Affairs/Regulatory Advertising and Promotional Review

*“At Sandoz, I feel welcomed and part of the team. Not only does Sandoz allow me to continue my passion and pursuit for patient care but gives me multiple opportunities to grow myself into a stronger professional. My ideas and thoughts are always welcome, and overall, everyone in this company is kind and always willing to lend a helping hand, no matter what or when. I will continue to be excited to expand my professional network while working on projects to help bring the best care to patients and healthcare professionals alike.”*

## Medical Services & Operations

- Support key Medical services such as Medical Information, Medical Education, IITs, Medical Sponsorships, Managed Access Programs, and Medical Communications as well as Medical Governance and Operations.
- Help develop medical information standard response letters to frequently asked questions and shadow the real-time medical information process.
- Support the needs assessment and knowledge gaps for HCPS and the process for reviewing and approving independent medical education grants.
- Participate in Medical Affairs strategic and tactical planning and join the medical directors at key workshops and meetings for upcoming product launches.

## Sandoz Field Medical

Sandoz Field Medical is responsible for interactions with healthcare professionals providing scientific and clinical education regarding biosimilars and other Sandoz products.

- Develop relationships with HCPs (academic and non-academic physicians, nurse practitioners, registered nurses and physician assistants) to ensure that there is access to current medical and scientific information.
- Development of KOL engagement strategy.
- Support compendium and guideline submission
- Learn the basic principles of content development for Biosimilars and Generics as needed for Field Medical



**Joe Dalo, PharmD**  
Current 2nd Year Fellow

Medical Affairs

*“At Sandoz, there are countless unique opportunities to nurture your growth and learning. Bound by values like “Be as ambitious as our purpose.” you join a family that encourages you to put patients first and push healthcare forward. I am supported by a fantastic team that has stimulated growth in medical affairs while also contributing to my development as an industry professional, which will pay dividends for the entirety of my career.”*

# Alumni Spotlight

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*"Through my fellowship experience at Sandoz, I've built a strong network of mentors and colleagues who remain actively engaged in supporting my continued growth and long-term success in the pharmaceutical industry."*

**Gina Nadraws, PharmD, RUCIF**

Manager, Content Development and Training, RPIF Alum '25



*"I am grateful for my fellowship experience at Sandoz, and the stimulating environment it offered to grow as an industry professional. The fellowship provides many mentors who are eager to share their wealth of expertise and challenging practical experiences that develop the fellow's knowledge and soft skills. The Sandoz fellowship program supplied the learnings to be successful beginning my industry career and beyond."*

**Katie Petscavage, PharmD, RUCIF**

Regulatory Affairs Manager, RPIF Alum '24



# Rutgers Pharmaceutical Industry Fellowship (RPIF) Program

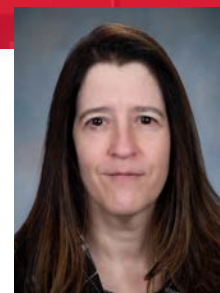
Ernest Mario School of Pharmacy (EMSOP)

Rutgers, The State University of New Jersey

The RPIF Program has thrived under the leadership of the founder, Dr. Joseph A. Barone, Dean and Distinguished Professor of EMSOP, Dr. Carolyn Seyss, the Executive Director for the Institute for Pharmaceutical Industry Fellowships, and Dr. Michael Toscani as the Director Emeritus.



**Joseph A. Barone, PharmD, FCCP**  
Dean and Distinguished Professor



**Carolyn Seyss, PharmD, RUCIF**  
Fellowship Executive Director



**Michael Toscani, PharmD**  
Research Professor,  
Fellowship Director Emeritus

## Program History

1984

EMSOP and 2 pharmaceutical companies began a first-of-its-kind collaborative pilot program to evaluate the potential contributions of clinically-trained pharmacists within a pharmaceutical industry practice setting. Following the successful pilot, the RPIF Program grew significantly and expanded to now include 29 companies within the pharmaceutical and biopharmaceutical industry with over 300 Fellows.

2002

Dr. Ernest Mario generously provided an endowment to establish RPIF as an Institute to enhance and promote the role of pharmacists in industry through the RPIF Program. The Institute staff members:

- Create the Fellowship structure, providing strategic leadership and administrative support
- Promote quality, communication, scholarly activity, and professional development
- Arrange specialized training opportunities within the pharmaceutical and biopharmaceutical industry

2018

RPIF expanded to offer interdisciplinary Fellows' training by adding physician Fellowship opportunities to our well-established program.

2023

The RPIF Certificate is recognized with special credentials so our alumni can now proudly identify themselves as **RUCIF (Rutgers University Certified Industry Fellow)**.

Well over 1,800 Post-Doctoral Fellows have completed the RPIF Program, most of whom are experiencing influential and rewarding careers in the pharmaceutical and biopharmaceutical industry throughout the US and abroad. The RPIF Program has Preceptors and Mentors from industry who share their knowledge and experiences with the Fellows through an intense but closely-guided training program. Assignments and projects are challenging, meaningful, and designed to enhance understanding of the pharmaceutical and biopharmaceutical industry and the Fellow's functional area(s). Our goal is to provide the environment for Fellows to build the foundations to fuel their careers as future leaders in the industry.

## Professional Development Series

All Fellows gather once monthly as a group to participate in the Professional Development Day (PDD) series, an important component of their training that complements the hands-on experience provided at the sponsor companies. The PDDs are steered by a committee of Fellows and are designed to enhance the Fellows' leadership skills such as emotional intelligence, communication, critical decision making, and presentation skills. Fellows develop skill sets under the guidance of external trainers and accomplished RPIF alumni. PDDs also provide general knowledge about various aspects of drug development/commercialization and issues facing the pharmaceutical and biopharmaceutical industry, and promote connectivity and a sense of community among Fellows and alumni from different companies and disciplines.

The Fellows can learn from each other through individual and group presentations on topics and issues related to the pharmaceutical and biopharmaceutical industry. In addition, outside experts provide training and professional development in a variety of areas (e.g., tools for corporate success, professional writing, presentations, meeting facilitation, negotiating, influencing, networking, conflict resolution, giving and receiving feedback, and business etiquette). Other PDD guest speakers include senior industry executives, including our successful RPIF Program alumni, who share their career paths, insights, and experiences. Importantly, PDDs provide an excellent opportunity for Fellows to interact with each other and develop lasting personal friendships and a strong professional network of Fellows, faculty, alumni, and other industry executives.

## Key Program Features

RPIF FOSTERS the growth and development of future pharmaceutical and biopharmaceutical industry professionals and leaders through:

- F** **Family of Leading Companies**  
Partners include several top global pharmaceutical/biopharmaceutical companies and offer large to small company environments.
- O** **Outstanding Alumni Track Record**  
Well over 1,800 alumni hold prominent positions at many leading companies, including VP and C-suite levels.
- S** **Strong Network**  
Fellows develop valuable, lasting connections with each other, alumni, Preceptors, and Rutgers EMSOP faculty.
- T** **Trusted and Proven Since 1984**  
The Rutgers Fellowship Program is nationally recognized, trusted, and proven as the key pathway to industry, developing foundations for future leaders.
- E** **Enhanced Career Development**  
Breadth of experiences informs career path choices, increasingly challenging assignments build depth of experience, and visibility creates opportunities - enhancing the potential for accelerated career paths.
- R** **Rigorous Academic Component**  
Rutgers affiliation provides academic and professional development opportunities.

Because of its relationship with and close proximity to most of the nation's leading pharmaceutical and biopharmaceutical companies, EMSOP and the RPIF Program are uniquely capable of providing Fellows with advanced training in the pharmaceutical and biopharmaceutical industry.

Rutgers, The State University of New Jersey is one of the major state university systems in the United States. EMSOP is part of Rutgers Health and is the only state school of pharmacy in New Jersey. EMSOP is located on the University's main science and technology campus in Piscataway, New Jersey.

While RPIF offers all the benefits of a large program with an extensive network of distinguished professionals, Fellows receive the individual attention of a small program where they are known and supported as individuals.

## Application Process and Eligibility Requirements

Pharmacy Fellows for the RPIF Program are selected on a nationally competitive basis. Candidates must have completed a Doctor of Pharmacy from an ACPE-accredited institution before July 1 of the fellowship term.

### HOW TO APPLY:

The RPIF Program is highly competitive. **Candidates will be selected for interviews on a rolling basis, so we strongly encourage you to submit your application as soon as possible.**

Interested candidates may submit their application with short-answer questions and supporting materials (letter of intent, curriculum vitae, and 3 letters of recommendation) as soon as **October 8, 2025** by visiting our website at: <https://pharmafellows.rutgers.edu/how-to-apply/>

**All application materials must be submitted electronically to the RPIF website per instructions on the site.**

### REQUIRED ITEMS:

### SUBMIT BY:

Application with short-answer questions	October 17th
Letter of Intent (LOI)	October 17th
Curriculum Vitae (CV)	October 17th
Letters of Recommendation (LORs)	December 1st

### ADDRESS LOI AND LORs TO:

**Joseph A. Barone, PharmD, FCCP**  
**Dean and Distinguished Professor**  
Ernest Mario School of Pharmacy  
Rutgers, The State University of New Jersey  
160 Frelinghuysen Road  
Piscataway, NJ 08854-8020





**"The RPIF Program hasn't just opened doors. It has changed the way I walk through them—more grounded in where I stand and more intentional in how I move forward. It has given me the opportunity to use my PharmD education to serve patients in new ways, shaping the conversations and decisions that impact their care. It has given me the confidence to speak up, the space to grow, and the kind of mentorship that sees your potential before you do. If you're ready to take the next step toward a career in the pharmaceutical industry, let RPIF be where your journey begins."**

Pooja Singh, PharmD,  
Global Regulatory Affairs and Global Value & Access Fellow  
RPIF Chief Fellow



**"Being a Rutgers Fellow has been such a pivotal part of my professional story, truly exceeding my expectations. This journey has transformed my leadership skills, giving me the confidence and tools I know I'll use every day. I'm grateful to be part of this community!"**

Ginika Nwokeabia, PharmD  
USMA/Medical Science Liaison - Neuroimmunology Fellow  
RPIF Chief Fellow



**"As a Rutgers Fellow, I have experienced an incredibly wide variety of opportunities through RPIF and my partner company. Through these opportunities I have learned and expanded my network more than I had ever imagined. The RPIF program encourages and facilitates all fellows growth into leaders and prepares us for our bright futures in the pharmaceutical industry."**

Olivia Violette, PharmD  
Global Medical Information Fellow  
RPIF Chief Fellow



**Aligned First Offer Date**  
December 12, 2025

The choice of a Post-Doctoral Industry Fellowship is an important decision. AIFA exists to promote a consensus first offer date for all Fellowship positions. We believe this is a positive reflection of the cultures our Programs offer, and that culture is a critical consideration in choice of Fellowship.

We hope that other academic and non-academic Fellowship Programs will NOT pressure candidates to accept offers prior to this AIFA-aligned offer date. Candidates should feel free to request an extension for any earlier offer to allow them to consider their options.