



2026-27

Pharmaceutical Industry Fellowship Program



Table of Contents

A Message from our President and CEO	2
Company Overview	3
Global Values and Vision	4
Portfolio Overview	5
Extensive History in Infectious Disease	6
U.S. Pipeline: Infectious Disease, Rare Disease and Areas of High Unmet Medical Need	7
Shionogi Inc. Leadership Team	8
Serving Patients Around the World	9
Shionogi Inc. Fellowship Program Overview	10
U.S. Medical Affairs Executive Sponsor and Preceptor	11
Shionogi Inc. U.S. Medical Affairs Rare Disease Fellowship: Year 1	12
Market Access Executive Sponsor and Preceptor	13
Shionogi Inc. Market Access Fellowship: Year 2	14
Appendix: Rutgers Pharmaceutical Industry Fellowship Program	15



Dear Prospective Fellows,

Thank you for taking the time to learn about Shionogi Inc. and our inaugural participation in the Rutgers University Pharmaceutical Industry Fellowship Program. The opportunity to participate in this esteemed program is a testament to our organization's growth trajectory in the U.S.

Shionogi & Co., Ltd., our parent company, was founded in Japan nearly 150 years ago. Since the 1950s, we have discovered and introduced several novel antibiotics, as well as innovative medications for HIV and influenza. Today, our global presence includes operations across Asia, Europe and the U.S. In the U.S., our pipeline includes clinical programs for infectious disease, including antivirals, antibiotics and antifungals, rare disease, oncology and other areas with high unmet medical needs.

We designed the Shionogi Fellowship Program to offer a diverse and immersive cross-functional experience in two of the more exciting, complex and evolving areas of our industry: rare disease and real-world evidence. Through our program, you will spend one year embedded in our U.S. Medical Affairs Rare Disease team and one year integrated with our U.S. Market Access Team.

During the Medical Affairs rotation, you will focus on developing medical strategies and education programs, data generation and dissemination and collaborating with the scientific and patient

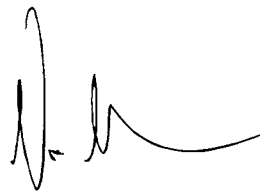
advocacy communities. You will work closely with multiple global cross-functional teams and gain tangible skills to support career growth.

As part of the Market Access program, you will gain experience generating health economic data, participating in the development and execution of a real-world evidence study, and building a comprehensive understanding of the key market access policies impacting the pharmaceutical industry.

We have developed a program that not only provides a truly immersive experience, but also one that will prepare you to lead and succeed in increasingly complex global environments.

I believe you will find our Fellowship program to be as unique as our company and our culture, and I hope you will take the time to learn more about us in the following pages.

Best wishes for a successful recruitment process.



Nathan McCutcheon
President and CEO
Shionogi Inc.



Company Overview

Since 1878, Shionogi has been harnessing the full potential of science to treat challenging human diseases. Our discoveries have led to new treatment options that have improved the lives of patients worldwide. Throughout our history, we have remained true to our founding principle — to supply the best possible medicines to protect the health and well-being of the patients we serve.

Since the 1950s, we have discovered and introduced several novel antibiotics, as well as innovative medications for HIV, influenza, COVID-19 and cardiovascular health.

Today, our infectious disease pipeline includes antibiotics, oral antivirals for COVID-19 and RSV and antifungals. We are also advancing clinical programs in rare disease for Fragile X syndrome, Jordan's syndrome and Pompe disease, and we are focused on other areas with unmet medical needs, including oncology.

Our team is driven to impact patient lives. Our partnerships with industry, government agencies, biotech companies and academia help to advance science with the urgency that today's health challenges demand. Through a combination of in-house discovery and strategic partnerships, we continue to deliver firsts for patients in the U.S. and worldwide.



Global Values and Vision

We are committed to supplying the best possible medicines to aid the health and well-being of the patients we serve. We believe that to achieve this vision, we must collectively embody the following values.



Be Trustworthy

Pursue honesty, accuracy, fairness and transparency to earn and retain society's trust.



Boldness and Innovation

Drive needed change by identifying, understanding and rapidly leading innovative new approaches that anticipate the future needs of our organization and industry.



Play to Win

Aim high, be competitive, never give up and strive to achieve goals the right way.



Respect for Diversity

Appreciate different and diverse viewpoints, create teams that make each other better.



Contribution to Society

Contribute to society by addressing unmet needs and supplying the best possible solutions.

Portfolio Overview

Shionogi is committed to identifying unmet needs and harnessing the full potential of science to treat challenging human diseases. Our discoveries have led to the development of new treatments that have improved patients' lives worldwide.

2003 Shionogi developed CRESTOR® (rosuvastatin calcium), a hyperlipidemia treatment, and licensed it to AstraZeneca to commercialize worldwide. In 2020, Grünenthal acquired market rights in more than 30 European countries, not including Spain and the UK.

2013 Alongside GlaxoSmithKline (GSK) and Pfizer, we are collaborating with ViiV Healthcare to produce vital medicines for treating and preventing HIV/AIDS. Our collaboration has produced several treatment options over the last decade, including dolutegravir and cabotegravir.

2015 Symproic® (naldemedine) was developed by Shionogi for patients with opioid-induced constipation. It is out-licensed in the U.S. through BioDelivery Sciences International, Inc., a wholly owned subsidiary of Collegium.

2018 Shionogi developed Xofluza® (baloxavir marboxil), an influenza medication, in a license and collaboration agreement with the Roche Group. It is commercialized by Roche in the U.S.

2020 Shionogi launched in-house discovered Fetroja® (cefiderocol), an innovative siderophore cephalosporin, in the U.S.



2003

2013

2015

2018

2020

Extensive History in Infectious Disease

Since 1953, there have been many global advancements in infectious disease innovation, and Shionogi has been a pioneer in making critical infectious disease medicines available in Japan and across Asian markets.

- 1953 ERYTHROMYCIN — licensed in Japan
- 1959 SULFAMETHOXAZOLE — a sulfa antibiotic used to treat bacterial infections
- 1970 CEPHALEXIN — a first-generation cephalosporin antibiotic
- 1976 SULFAMETHOXAZOLE / TRIMETHOPRIM — a combination antibiotic
- 1981 VANCOMYCIN — a Gram-positive anti-MRSA antibiotic
- 1982 LATAMOXEF / MOXALACTAM — the first of two globally approved oxacephems
- 1982 CEFACLOR — a second-generation cephalosporin antibiotic
- 1984 CEFAMANDOLE — a second-generation cephalosporin antibiotic
- 1988 FLOMOXEF — the second of two globally approved oxacephems
- 1990 LOMEFLOXACIN — a fluoroquinolone antibiotic
- 1992 CEFTIBUTEN — a third-generation oral cephalosporin antibiotic
- 1993 CEFPIROME — a fourth-generation cephalosporin antibiotic
- 1997 CEFCAPENE — a third-generation oral cephalosporin antibiotic
- 2005 DORIPENEM — a novel carbapenem antibiotic
- 2005 MOXIFLOXACIN — a fourth-generation synthetic fluoroquinolone antibiotic
- 2010 PERAMIVIR — an antiviral for the treatment of influenza
- 2013 DOLUTEGRAVIR — an HIV integrase inhibitor
- 2014 DOLUTEGRAVIR / LAMIVUDINE — combination HIV integrase inhibitor
- 2018 BALOXAVIR MARBOXIL — an anti-influenza drug with new mechanism of action
- 2019 CEFIDEROCOL — siderophore cephalosporin antibiotic for carbapenem-resistant Gram-negative infections
- 2022 ENSITRELVIR* — an investigational 3CL protease inhibitor for COVID-19
- 2023 XERUBORBACTAM — an investigational β -lactamase inhibitor

○ Discovered by Shionogi ● Commercialized by Shionogi ○ Discovered and commercialized by Shionogi ■ Acquired by Shionogi * Commercialized by Shionogi in Japan

U.S. Pipeline: Infectious Disease, Rare Disease and Areas of High Unmet Medical Need

Shionogi has a long history of small molecule drug discovery. Our current pipeline includes projects across several therapeutic areas, including infectious disease. We are advancing clinical programs for infectious disease, rare disease, acute ischemic stroke and oncology.

Phase 1	Phase 2	Phase 3	Filing	Phase 4
Fetroja® (cefiderocol)	Cell Wall Synthesis Inhibition	Focus: Infections Due to Gram-Negative Bacteria in Pediatric Patients	Delivery: Intravenous Infusion	Origin: In-house Development: In-house
Ensitrelvir Fumaric Acid	Main Protease Inhibitor	Focus: COVID-19	Delivery: Oral	Origin: In-house Development: In-house
Zatolmilast	Selective PDE4D Inhibitor	Focus: Fragile X Syndrome	Delivery: Oral	Origin: Tetra Therapeutics (USA) Development: In-house
		Focus: Jordan's Syndrome	Delivery: Oral	Origin: Tetra Therapeutics (USA) Development: In-house
Redasemtide Trifluoroacetate	Endogenous Stem Cell Mobilization	Focus: Acute Ischemic Stroke	Delivery: Intravenous Infusion	Origin: StemRIM (Japan) Development: In-house
S-309309	Monoacylglycerol Acyltransferase 2 Inhibitor	Focus: Obesity	Delivery: Oral	Origin: In-house Development: In-house
S-531011	Anti-CCR8 Antibody	Focus: Solid Tumors	Delivery: Intravenous Infusion	Origin: In-house Development: In-house
S-337395	RNA-Dependent RNA Polymerase Inhibitor	Focus: Respiratory Syncytial Virus	Delivery: Oral	Origin: In-house/UBE Development: In-house/UBE
S-606001	Glycogen Synthase 1 Inhibitor	Focus: Pompe Disease	Delivery: Oral	Origin: Maze Therapeutics Development: In-house
S-892216	3CL Protease Inhibitor	Focus: COVID-19	Delivery: Oral	Origin: In-house Development: In-house
		Focus: COVID-19	Delivery: Long-Acting Injectable	Origin: In-house Development: In-house
S-649228	Xeruborbactam + Cefiderocol	Focus: Infections Due to Gram-Negative Bacteria	Delivery: Intravenous Infusion	Origin: Qpex Development: In-house
S-743229	Xeruborbactam + Ceftibuten	Focus: Complicated Urinary Tract Infections	Delivery: Oral	Origin: Qpex Development: In-house

These compounds and their uses are investigational and have not all been approved by the U.S. Food and Drug Administration. This information is presented only for purposes of providing a general overview and should not be construed as a recommendation for use of any product for unapproved uses.

Shionogi Inc. Leadership Team

The Shionogi Inc. leadership team has decades of combined pharmaceutical and industry experience in developing and commercializing therapeutics.



Nathan McCutcheon, MBA
*President and
Chief Executive Officer*



Margaret Borys, MBA
*Executive Vice President
and Chief Commercial Officer*



Tadashi Hara
*Executive Vice President
and Chief Global Operations Officer*



David Benadon
*Senior Vice President
and Chief Human Resources Officer*



Masahiro Fujita
*Senior Vice President
and Chief Financial Officer*



Chris Klein
*Senior Vice President
and General Counsel*

Serving Patients Around the World



Shionogi Inc. Fellowship Program Overview

The Shionogi Fellowship Program is designed to offer a diverse and immersive cross-functional experience in two of the more exciting, complex and evolving areas of our industry: rare disease and real-world evidence. You will spend one year embedded in the U.S. Medical Affairs Rare Disease team and one year integrated with the U.S. Market Access team.

Year 1: U.S. Medical Affairs Rare Disease Fellowship

During the Medical Affairs rotation, you will focus on developing medical strategies and education programs, data generation and dissemination and collaborating with the scientific and patient advocacy communities. You will work closely with multiple global cross-functional teams and gain tangible skills to support career growth.

Year 2: U.S. Market Access Fellowship

As part of the Market Access program, you will gain experience generating health economic data, participating in the development and execution of a real-world evidence study, and building a comprehensive understanding of the key market access policies impacting the pharmaceutical industry.



U.S. Medical Affairs Executive Sponsor and Preceptor



Florin Draica, MD, MBA

Vice President, U.S. Medical Affairs

Dr. Florin Draica is Vice President, U.S. Medical Affairs at Shionogi Inc., where he oversees medical strategy, field medical, medical communications, medical information and medical operations. He has more than 22 years of experience in the biopharmaceutical industry including global, regional and country roles across multiple disease areas and various functions, including medical affairs, medical innovation and operations, and marketing.

Prior to joining Shionogi, Florin held a variety of roles at Pfizer and Solvay Pharma, including most recently serving as the U.S. Medical Affairs Team Lead for Paxlovid. In this role he led the Medical and Scientific Affairs team through clinical development, regulatory and launch during a critical period of the COVID-19 pandemic. Dr. Draica is a primary care MD and holds an MBA and a certification in Medicines Development.



Alex Schepart, Pharm.D., MBA

Senior Director, Medical Affairs

Dr. Alex Schepart leads the Rare Disease Medical Affairs unit at Shionogi Inc., where he oversees activities for Phase 2 and Phase 3 clinical development programs. He spent 10 years in Medical Affairs at Pfizer, contributing to life-cycle management, launch preparation and successful launch in multiple disease areas.

Alex is passionate about mentoring and developing young professionals. Since completing the Rutgers Fellowship program, he has served as a fellowship preceptor, participated in fellowship leadership teams and has led a large Pharm.D. student rotation. He currently co-leads the IPhO podcast to help pharmacy professionals achieve their career goals within the pharmaceutical industry.

Shionogi Inc. U.S. Medical Affairs Rare Disease Fellowship: Year 1

You will have broad opportunities to support and/or lead a variety of Medical Affairs workstreams related to Fragile X syndrome, Jordan's syndrome and Pompe disease. Working in partnership with various geographical regions and cross-functional teams, you will contribute to various initiatives listed below:

Medical Strategy

- Support the development of Medical Affairs launch and life-cycle strategy across multiple development programs
- Participate in the planning and execution of advisory boards

Medical Communications

- Support development and approval of resources for Medical Science Liaisons (MSLs)
- Develop and execute MSL training courses
- Contribute to Medical Affairs digital strategy, including development of external- and internal-facing resources and dashboards

Data Generation and Dissemination

- Support strategic publication planning, including supporting the development of posters, abstracts and manuscripts
- Contribute to the planning and execution of data generation activities (e.g., real-world evidence, Phase IV trials, investigator-initiated research, etc.)

Scientific Partnership

- Collaborate with the scientific community by supporting initiatives with healthcare practitioners and patient advocacy groups
- Support the development and evaluation of competitive grant programs (e.g., education, quality improvement, etc.)
- Support/lead congress planning and execution, including travel to and participation in the scientific congress

At the conclusion of the fellowship, the fellow will have obtained a variety of experiences that will prepare them for the next step in their career. These experiences may include:

- Medical Affairs pre-launch and launch strategy
- Advisory boards
- Publication planning and execution
- Data generation strategy, including development of Integrated Evidence Plans
- Congress support and attendance
- Resource development
- Medical education
- Sales/MSL training

Market Access Executive Sponsor and Preceptor



Mike McCarthy

Vice President, Market Access

Mike McCarthy leads Shionogi Inc.'s Market Access function, ensuring patients have access to Shionogi products in the U.S., Canada and Latin America. Mike oversees payer account management, HEOR strategy and operations, strategic pricing, and trade and patient services. He has deep experience in market access spanning 20 years across pharma and biotech, including Sanofi, Novo Nordisk, Celgene and the start-up DBV Technologies.

Mike spearheaded the first Rutgers pharmacy internship program at Shionogi Inc. in 2024 and, in his previous positions, has mentored and hired several fellows. Before entering the pharmaceutical industry, Mike worked in advertising and proudly served six years in the U.S. Marine Corps.



Sohini Ganguli, Pharm.D.

Senior Director, HEOR Strategy and Operations

Dr. Sohini Ganguli is the head of HEOR strategy and operations across all therapeutic areas within the Market Access team at Shionogi Inc. Her main focus areas are evidence generation, budget impact and cost effectiveness models and leading a field-based outcomes team. Sohini has more than 20 years of pharmaceutical industry experience in medical affairs and market access, both in the field and at headquarters. While at Sanofi, she was instrumental in developing the Rutgers fellowship program, as well as a first-of-its-kind CVS residency rotation, where she led the learning and development for nearly a decade. Sohini's passion for mentoring and guiding pharmacy students, residents and fellows has contributed to her fulfilling pharmaceutical career.

Shionogi Inc. Market Access Fellowship: Year 2

This postgraduate Pharm.D. program offers the opportunity to understand market access and development of evidence for population decision makers to prepare you for a successful market access career in the pharmaceutical industry.

Evidence Generation and Value Creation

- Understand the intersection of value and price through the generation of health economic data
- Develop tools such as pre-approval information exchange (PIE decks), budget impact models (BIM) and Academy of Managed Care Pharmacy (AMCP) product dossiers for the health outcomes field-based team
- Participate in the development and execution of a real-world evidence study
- Collaborate with medical affairs on the development of an integrated evidence generation plan
- Work with the Health Outcome Director (HOD) field team to gain insights about payer-focused clinical teams
- Attend a payer congress to learn and understand current landscape

Pricing and Health Policy

- Gain a comprehensive understanding of the key policies impacting the pharmaceutical industry
- Learn how policy impacts are integrated into business development assessments, launch price and price action planning assumptions
- Acquire knowledge of government regulations, current market dynamics and competition
- Engage with payer customers in the field with the national account teams





Rutgers Pharmaceutical Industry Fellowship (RPIF) Program

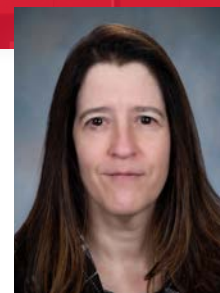
Ernest Mario School of Pharmacy (EMSOP)

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.