

# NIH PMF HIGHLIGHTS

VOLUME TWO // CLASS OF 2023

## Introduction

On behalf of the [NIH Training Center](#) and the [Administrative Training Committee](#), we are pleased to present the second issue of the NIH PMF Highlights. This annual publication showcases the activities, initiatives, and engaged community of fellows, mentors, alumni, and supporters that make this program a success.

In 1977, President Jimmy Carter established the Presidential Management Intern Program to “attract to Federal service men and women of exceptional management potential who have received special training in planning and managing public programs and policies” (Executive Order 12008). The program has since undergone a name change to the Presidential Management Fellows (PMF) Program, expanded, and evolved to include participants from a variety of academic disciplines and professional expertise. However, its goal remains the same: **to recruit and train the next generation of leaders in federal public service.**

NIH has supported the PMF Program since 1985. The NIH PMF Program attracts fellows specifically with an interest in the management of public health programs. Unique to NIH’s program, fellows have opportunities to rotate through various administrative and program areas to meet their personal career goals and to support the operations of NIH’s Institutes and Centers (IC). Fellows may rotate across different ICs, within one IC, or gain in-depth experience in one targeted position. Learn more about NIH’s unique PMF opportunities on [page 5](#)!

NIH PMFs are further provided unique leadership opportunities through PMF committees and projects. This year the Core Values Project was initialized and conducted a series of community-wide surveys and workshops to determine the NIH PMF Program’s core values. Fellows identified five central values: **Leadership, Diversity, Service, Personal Development, and Community**. These core values guide NIH fellows’ approach to their work, trainings, and collaborative experiences. Learn more about the PMF core values on [page 3](#) and with the [Core Values Poster](#).

At NIH, we take pride in attracting a diverse, thoughtful, and supportive group of future NIH leaders who will continue to advance NIH’s mission to **enhance health, lengthen life, and reduce illness and disability**. This document celebrates their efforts and accomplishments. We hope you enjoy a glimpse into this incredible community of public servants!

### Did You Know?

NIH’s first Presidential Management Intern, Wendy Liffers, joined the agency in 1985. After 32 years of federal service at NIH, Wendy retired from her position as NCCIH Executive Officer in 2017.

Note: NCCIH = National Center for Complementary and Integrative Health



**ShaRhaina Brown**  
PMF Program Manager  
and Coordinator



**Leah Vincent**  
Chair of the Administrative Training  
Committee (ATC) PMF Subcommittee

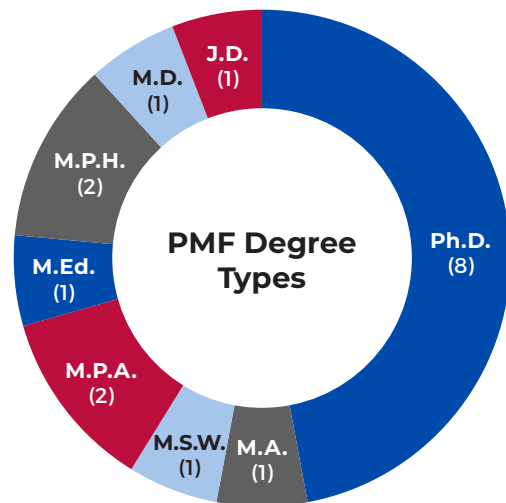
# MEET THE CLASS OF 2023



“A highlight of the fellowship experience has been the opportunities for personal and professional growth offered by the NIH Management Intern (MI)/PMF Program and supportive peers.”

“My proudest moment was receiving a Special Act Award and Directors Award during my rotation with [the National Institute of Mental Health].”

“A highlight of my fellowship experience was having shared experiences and friendships with PMFs and MIs. [Having] a built-in cohort who could talk about and understand what I was going through made this fellowship really special!”



Where NIH PMFs Call Home

Most Recent Degree

Where have the 17 NIH PMFs externally rotated?

- CDC
- DOE
- Executive Office of the President
- FDA
- HHS Office of the Assistant Secretary
- NIH ICs
- USAID

# PMF Committees & Projects of 2022

Each year, fellows can participate in leadership opportunities in the form of committees, projects, and work groups. PMFs comprise the chairs and members of these groups with oversight from an ATC representative. Below are the committees, projects, and workgroups of 2022 showcasing key accomplishments.

## Graduation Committee

Held the first ever live virtual graduation ceremony. Featured speakers included Shalanda Young, former NIH PMF and Director of the Office of Management and Budget, and Dr. Tara Schwetz, NIH Acting Principal Deputy Director.

## Orientation Committee

Successfully held first hybrid orientation with 55+ sessions and 100+ NIH speakers and panelists.

## PMF Core Values Project



**ABOUT:** In 2022, the NIH PMF community came together and defined the five following values. This [online poster](#) contains more detail!



**SERVICE:** We use empathy and a social conscience to support a path for fellows to connect with service and advocacy resources inside and outside of NIH.



**PERSONAL DEVELOPMENT:** We foster a culture of training and mentorship. We develop courage, flexibility, and growth through experiences and self-reflection.



**LEADERSHIP:** We utilize advocacy and empathy to encourage PMFs to find success. We employ curiosity to challenge norms for innovation and progress.



**DIVERSITY:** We utilize emotional intelligence, perspective, flexibility, and innovation to ensure a diverse, inclusive, and collaborative community.



**COMMUNITY:** We ensure fellows can participate in activities as best as possible. We use intentional relationship building at events to foster meaningful connections.

## LinkedIn Committee



The LinkedIn Committee posted Fireside Chats with members of the ATC during the holiday season. During these chats, invitees such as Rick Hawkins, Victoria Rucker, ShaRhaina Brown, and Ginger Betson spoke on topics of interest. Posts like this, and an improved content calendar, helped drive engagement on the PMF LinkedIn page.

## Annual Highlights Report Project

Published the inaugural Annual Highlights Report.

## Other Committees from 2022

PMF Recruitment Committee

Intern Culture Committee

Data Science Committee

## Alumni Spotlight



### Timothy J. Tosten

Associate Director,  
Program and Employee  
Services

Acting Director, Office  
of Administrative  
Management

NIH/Office of the Director  
(OD)/Office of Research  
Services (ORS)

### **“The road you end up going on may not be the one you intended, but that’s okay.”—Tim**

Tim started his PMF journey in 1993 in the ORS when it was still the Presidential Management Intern Program. Since his graduation in 1995, he has remained at NIH due to his love of and dedication to the mission. Although he’s been a staple at NIH, his movement throughout his career was serendipitous. He suggests always taking chances and risks to keep progressing forward. One of those chances he took paid off and resulted in an achievement that he is extremely proud of. Tim substantially implemented NIH’s first sign language interpreting services contract, which has led to at least a 50% increase in deaf/hard-of-hearing individuals working at NIH.

Tim remains in constant contact with the PMF and intern community. He is always willing to serve as a mentor or speak at orientation events. He enjoys giving back to the community that gave him a fruitful 30-year career.

Some advice that he still finds useful in his job today is to be involved in whatever your schedule allows, keep formal and informal mentors, and that even in the face of bad experiences, try to learn something from them.

## Mentor Spotlight



### Robin Kawazoe

Deputy Director, Division  
of Program Coordination,  
Planning, & Strategic  
Initiatives

NIH/OD

### **“Her knowledge base is vast, and her work ethic is tireless ... It was so meaningful for me to see myself reflected in NIH leadership as an Asian American woman.”—Mentee**

Although Robin did not have a formal mentor during her climb up the NIH ladder, she has become a constant fixture in the PMF mentoring community. Robin has mentored at least three consecutive PMF cohorts. Robin provides her mentees with perspective based on a long-term federal career. She aims to be a mentor who will guide a mentee down a path that provides a perspective the mentee may not have considered.

To identify the right mentor, Robin recommends conducting informational interviews and not hesitating to ask lots of questions. Sometimes the right mentor may have a similar background. Or it may be someone who has a different career path but can offer advice of benefit to the mentee. Either way, after finding that match, be sure to make clear that you value the mentor’s time. Plan ahead and provide an agenda of topics and questions prior to meeting. Robin wants to come prepared to mentoring sessions with ideas and resources.

## Contact Information

Are you interested in hosting a rotating PMF or a targeted PMF?

Are you a recent graduate interested in applying for the PMF Program?

Are you a current PMF finalist and have specific questions about the NIH PMF Program?

Please reach out to us for more information!  
Please email: [pmfinfo@nih.gov](mailto:pmfinfo@nih.gov)

## Roles for PMFs\*

**PROGRAM SPECIALIST:** Participates in the development and implementation of plans and strategies for the internal/external integration of day-to-day and long-range projects, actions, and activities for the assigned office.

**HEALTH SPECIALIST:** Support with coordination and implementation of activities for assigned research programs, the management and evaluation of grant applications, and the development and dissemination of public health information and policies. They also provide technical support like reviewing data to achieve adequate research progress.

\*Fellows may convert into a different position.

## Fellowship Types



**At-Large PMFs:** Are hired by the NIH Office of Human Resources and rotate throughout NIH, creating their own schedule of 3- to 4-month rotations during their 2-year fellowship. The focus is learning the organization and culture of the different ICs and NIH.



**Designated PMFs:** Create their own schedule of rotations through a specific IC and may have one or more rotations outside of their home IC. The focus is learning the organization and culture of their home IC.



**Targeted PMFs:** Are hired by an office or manager for a specific position. They spend 2 years in that position, except during their required 4- to 6-month developmental rotation that they selected. The focus is gaining in-depth experience in one position.