

NIH PMF HIGHLIGHTS

VOLUME THREE // CLASS OF 2024

Introduction

On behalf of the [National Institutes of Health \(NIH\) Training Center](#) and the [Administrative Training Committee \(ATC\)](#), we are excited to present the third edition of the NIH Presidential Management Fellows (PMF) Highlights. This annual report continues to celebrate the exceptional achievements and dynamic community of the PMF Program at NIH.

Since its inception in 1977, the PMF Program has evolved under the guiding principle of nurturing outstanding leadership in federal service. At NIH, our commitment to this mission has deepened over the years, reflecting our dedication to biomedical research, public health, and innovation.

In this year's report, we are excited to showcase the outcomes of our Core Values Project, which has evolved into a dedicated working group within the NIH PMF Program. This initiative has been instrumental in fostering a deeper understanding and integration of our core values: **Leadership, Diversity, Service, Personal Development, and Community**. The Core Values Project has galvanized our fellows into action, extending their influence beyond the walls of NIH and into the broader community. These core values resonate throughout our fellows' experiences, from their day-to-day interactions to their strategic contributions—some of which are highlighted on page 2.

As you explore the pages of this report, you will witness firsthand the diverse array of opportunities available to NIH fellows. From cross-disciplinary rotations across NIH Institutes and Centers (ICs) to deep dives into specialized program areas, each experience is designed to cultivate well-rounded leaders who are poised to shape the future of biomedical research and public health.

The stories shared here underscore our fellows' unwavering commitment to leadership, service, and professional growth. We encourage you to explore the narratives and achievements of our NIH PMF community!



ShaRhaina Brown

PMF Program Manager
and Coordinator



Victoria Rucker

PMF Chair of the Administrative
Training Committee

NIH PMF CORE VALUES IN ACTION

In 2022, the NIH PMF community defined the program’s five core values (more details). Below are just some of the ways PMFs embodied these values in their work for fiscal year 2023.

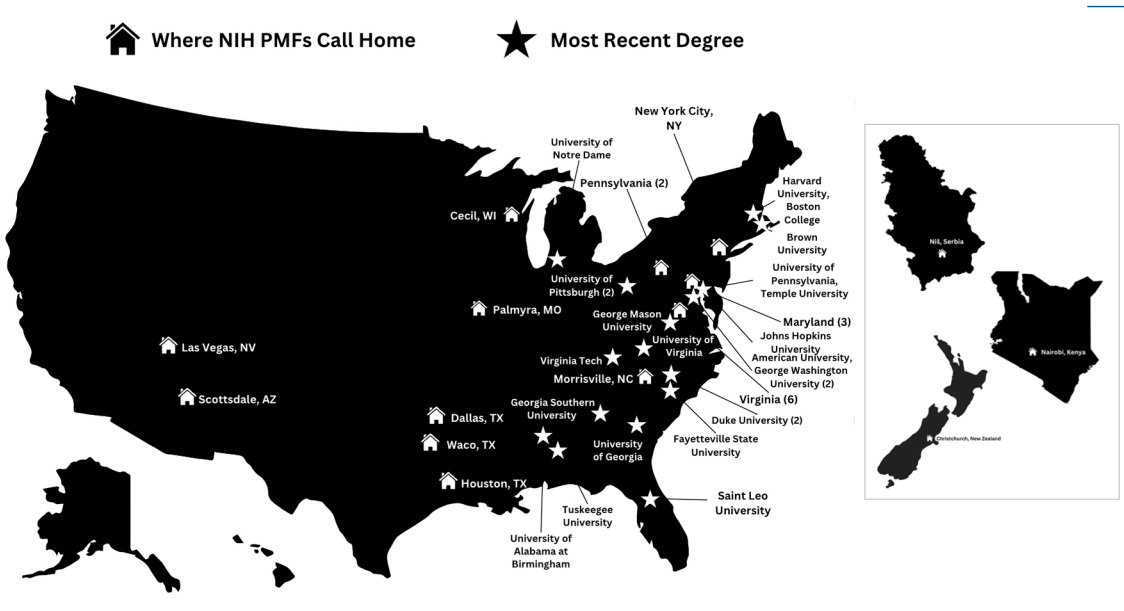
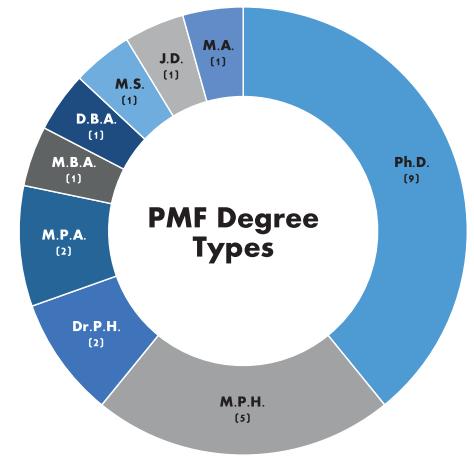
Leadership	Diversity	Service	Personal Development	Community
<p>We utilize advocacy and empathy to encourage PMFs to find success. We employ curiosity to challenge norms for innovation and progress.</p>	<p>We utilize emotional intelligence, perspective, flexibility, and innovation to ensure a diverse, inclusive, and collaborative community.</p>	<p>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.</p>	<p>We foster a culture of training and mentorship. We develop courage, flexibility, and growth through experiences and self-reflection.</p>	<p>We ensure fellows can participate in activities as best as possible. We use intentional relationship building at events to foster meaningful connections.</p>
<p>The NIH PMF Program has monthly program meetings where PMFs conceptualize, plan, and lead 1-hour training sessions for their peers. This year, key sessions included “Effective Idea Communication to Leadership,” “Comfortable being Uncomfortable,” and “Building Resilience.”</p>	<p>The ATC and the PMFs and Management Interns (MIs) founded the NIH ATC Diversity, Equity, Inclusion, Accessibility, and Civility Working Group (ATC DEIA-C WG). The WG promotes DEIA-C efforts within the PMF/MI programs and works to ensure all are treated with respect, dignity, and fairness, and that all members of the community embody these values.</p>	<p>The PMFs sure loved their food this year! PMFs and MIs banded together to volunteer at the Children’s Inn at NIH serving dinner to families participating in an NIH clinical research study, and at the Capital Area Food Bank, where they packaged food boxes to provide equitable access to food to community members struggling with hunger and food insecurity.</p>	<p>The PMF Core Values Committee provided the opportunity for PMFs to receive Mental Health First Aid Training from trained facilitators. This training not only provided the attendees with a larger skill set but also taught them the skills needed to recognize and respond to the signs and symptoms of mental health and substance use challenges.</p>	<p>With PMFs located across the United States, fostering a connected community takes investment! The Intern Culture Committee (ICC) worked diligently managing the bimonthly PMF/MI Virtual Book Club. Open to the PMF/MI and alumni communities, the book club brings people together, regardless of location. The book club read many books this year, including <i>I Must Betray You</i>, <i>The Gone World</i>, <i>Real Life</i>, and <i>Gravity</i>.</p>

MEET THE CLASS OF 2024

"The highlight of my fellowship experience has been the confidence I've acquired day by day. When I first started, I had very little idea how federal government service worked, and I often felt a little lost. However, thanks to the support of mentors, colleagues, and my supervisor, I've developed a lot of useful skills and a stronger sense of self that will serve me well in my future federal career."

"I am most proud of advocating for myself. I did many informational interviews, had a phenomenal rotation experience where I published my first first-author paper, identified and completed special projects, and found the place at NIH where I want to stay for a long time. My mentor was instrumental in helping me find that place and develop my networking skills."

"A highlight would be the 2024 Cohort. With 2024 being a large group of different backgrounds, age, gender, education, and many other distinctive attributes. I've experienced nothing but warm and welcoming behavior and personalities from everyone. We have all worked so well together."



Where NIH PMFs Call Home

Most Recent Degree

Where have the 23 NIH PMFs externally rotated? · CDC · FDA · U.S. Department of State · NIH ICs · USAID

2023 PMF COMMITTEES AND PROJECTS

Graduation Committee



GOAL: Plan and execute the NIH PMF/MI graduation ceremony.

HIGHLIGHT: The committee successfully planned the first hybrid PMF/MI graduation, attended by over 100 graduates, colleagues, family, and friends.

Intern Culture Committee



GOAL: Plan social, volunteer, and networking activities that help interns from various cohorts create and maintain connections.

HIGHLIGHT: The committee provided additional opportunities for remote staff, program alumni, and ATC members, such as weekly trivia and a virtual book club.

Orientation Committee



GOAL: Prepare an onboarding program for new incoming interns.

HIGHLIGHT: This year, the committee added three NIH tours to the program and established a “Welcome Wagon” for interns onboarding after the initial orientation.

PMF Core Values Project



GOAL: Promote knowledge of and implement our core values across NIH and to prospective fellows.

HIGHLIGHT: NIH formed three new subcommittees—the Design Subcommittee, the Service-Advocacy Subcommittee, and the Core Values in Action Subcommittee—to achieve the project’s goals.

LinkedIn Committee

GOAL: Maintain a social media presence for the current interns and fellows to connect with NIH PMF and MI alumni networks.

HIGHLIGHT: This year, the committee collaborated with the Core Values Committee to highlight NIH PMF Core Values and ATC members.

Mentoring Working Group

GOAL: Foster a mentoring community of practice in support of NIH PMF and MI programs.

HIGHLIGHT: The working group developed a 1-pager resource for PMF/MI interim mentors to use when they gained a new interim mentee.

PMF Annual Highlights Report

GOAL: Produce an annual report that showcases PMF accomplishments.

HIGHLIGHT: The committee produced the second annual highlights document used by the program manager, supervisors, and PMF finalists.

ATC DEIA-C Working Group

GOAL: Promote DEIA-C efforts within the PMF and MI programs and ensure that all interns are treated with respect, dignity, and fairness; and that all interns embody these values.

HIGHLIGHT: NIH founded the WG with 30 members across the PMF, MI, and ATC communities.

Alumni Spotlight



Sarah Crowell

Deputy Executive Officer,
NIH Office of the Director
(OD)

Deputy Executive Officer at NIH OD Sarah Crowell began her PMF journey as a designated PMF in the Office of Human Resources. She was inspired to join NIH because of the enthusiasm that staff had for both their day-to-day jobs and the mission.

Sarah approaches leadership as service to a greater vision, which is grounded in her fellowship experiences supporting efforts to redefine what's possible. Even now in her current leadership position, she sees herself as someone who serves to support the leaders in the Office of the Director as they work together to advance the NIH mission.

Her advice to fellows is to recognize that our careers are long. We get a lot of exposure to leadership during the fellowship, and it prompts questions like "What does it mean to be a leader?" and "How do I want to be a leader?" It is important to recognize that our career is not a race. There is value in focusing on opportunities that enable us to feel fulfilled and a sense of connection.

“ Leadership is hard. If you choose to take the leap, be clear on what keeps you fueled, focused, and inspired.”

—Sarah

Mentor Spotlight



Emily Neveux

Deputy Executive Officer,
National Human Genome
Research Institute (NHGRI)
Chief, Management
Analysis and Workforce
Development Branch,
NHGRI

Emily Neveux is the Deputy Executive Officer at NHGRI. She has been a mentor to several PMFs and served the intern and fellow community as the MI Subcommittee Chair in FY 2022.

Emily's approach to mentorship focuses on asking a lot of questions and challenging mentees to engage in self-reflection. She likes assigning homework to her mentees so that they put into practice what they have discussed.

Two approaches to selecting mentors that Emily offered were finding someone you would like to know who is similar to you or finding someone who is your opposite. This latter approach can be valuable since the exercises they assign might be uncomfortable at first but provide a new way of addressing your challenges.

Finally, for new mentors, Emily advises: As you get higher up in leadership it can get lonely. Mentors can gain as much from mentorship as mentees.

“ [Emily] was always prepared to answer the difficult questions... [She] guided me through some difficult projects I was working on by providing ideas, individuals to speak with, and things that worked or did not work in the past.”

—One of Emily's mentees

Contact Information

Are you interested in hosting a rotating or 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 PMF Program?

Please reach out to us for more information!
Please email: pmfinfo@nih.gov

PMF Job Series

Program Specialist: Program specialists contribute to the planning and execution of both routine operations and strategic initiatives within the assigned office, supporting the integration of day-to-day tasks as well as longer-term projects and objectives.

Health Specialist: Health specialists 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.

Fellowship Types



At-Large PMFs: Hired by NIH Office of Human Resources and rotated throughout NIH, at-large PMFs create their own schedule of 3- to 4-month rotations during their 2-year fellowships. These rotational opportunities provide on-the-job training with exposure to senior leadership. NIH identifies a set position for at-large PMFs upon conversion, after the fellowship is completed. At-large PMFs focus on learning the organization and culture of the different ICs and NIH.



Designated PMFs: NIH ICs hire designated PMFs and rotate them throughout their home IC, with one or more rotations outside of that. NIH identifies a set position for designated PMFs upon conversion, after the fellowship is completed. They focus on learning the organization and culture of their home IC.



Targeted PMFs: An NIH office or manager hires a targeted PMF for a specific position. They spend 2 years in that position, except during their required 4- to 6-month developmental rotation that they selected. Typically, they will convert into the “targeted” position. They focus on gaining in-depth experience in one position.