Position Specification
Chief Executive Officer
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Our Client

PATH is an international nonprofit organization that transforms global health through innovation. PATH take an entrepreneurial approach to developing and delivering high-impact, low-cost solutions, from lifesaving vaccines to collaborative programs with communities. Through PATH’s work in more than 70 countries, PATH and their partners empower people to achieve their full potential.

PATH’s expressed vision is a world where innovation ensures that health is within reach for everyone. PATH’s mission is to improve the health of people around the world by advancing technologies, strengthening systems, and encouraging healthy behaviors. PATH is one of the largest and, arguably, most influential private, nonprofit organizations in the global health arena.

PATH’s expertise is in: public health; epidemiology; technology design, development, transfer, and introduction; immunodiagnostics and vaccine development; vaccine distribution systems; business development; education and training; communication; advocacy; and procurement. PATH is best known for adapting technologies to address the health needs of developing countries.

PATH partners with developing-country governments to strengthen health systems. The organization engages public-private partnerships, often acting as a liaison between industry and public-sector agencies. Collaboration and partnerships are essential to the success and sustainability of PATH’s work. PATH collaborates extensively with the World Health Organization, UNICEF, UNFPA, government ministries, other nongovernmental organizations (NGOs), foundations, and local groups in the communities they serve. PATH also forms unique agreements with the private sector, ensuring that technologies and strategies are available where needed.
The Role

Goal 1: The CEO will promote a bold agenda for improving the health of people throughout the world through advancing technologies, strengthening systems, and encouraging healthy behaviors by:
   a. Providing strategic guidance to PATH’s various global and country programs, particularly in regard to resource mobilization, project design, and the documentation and communication of program impact;
   b. Facilitating cross-program learning, synergy, and collaboration;
   c. Championing new program initiatives that expand PATH’s impact to new geographic regions and substantive areas, with an emphasis on the countries and problems of greatest need;
   d. Recruiting the most talented leadership to direct and manage PATH’s program efforts; and
   e. Fostering an organizational culture that values excellence, transparency, and accountability for results.

Goal 2: The CEO will continue to build PATH’s Executive Leadership Team (ELT) by:
   a. Recruiting and retaining talented executives and encouraging their continuous improvement through thoughtful and regular performance feedback;
   b. Supporting the development of an annual ELT work plan, including the broad communication of the work plan to PATH staff along with a report of progress against the prior year’s plan; and
   c. Initiating and maintaining an intentional process for succession planning.

Goal 3: The CEO will position PATH as a leading organization within the global health and development community by:
   a. Participating in selected initiatives to inform global health policies at the state, national, and global level;
   b. Participating in the governance of selected peer organizations and global alliances that have the potential to significantly advance policy and program efforts on key global health priorities; and
   c. Embracing an active schedule of public speaking engagements aimed at sharing PATH’s program experiences, modeling cutting edge thought leadership regarding solutions to contemporary challenges of global health, and increasing PATH’s organizational visibility as an innovative and results-oriented contributor to global health policy.

Goal 4: The CEO will deepen and expand PATH’s donor base and expand the flexible funds available to the organization by:
   a. Coordinating the complex interactions between PATH and major donors and partners, seeking to balance personal engagement at various levels with the need to diversify the number of senior PATH staff engaged in the stewardship of these major relationships;
   b. Engaging strategically with senior leadership at US Government funding agencies, particularly in regard to sustaining their commitment to innovation in technology and program approaches;
   c. Cultivating relationships with new foundation donors with the goal of recruiting additional supporters to PATH’s mission.
d. Engaging in a targeted strategic effort to build PATH’s European profile and mobilizing new resources from European government donors;

e. Working closely with the PATH development team to cultivate and steward individual and institutional supporters of PATH’s Catalyst Fund and Reach Campaign; and

f. Exploring other ways and means to strengthen PATH’s financial balance sheet.

**Goal 5:** The CEO will strengthen PATH’s organizational capacity and stewardship of donor resources by:

a. Maintaining a culture of financial stewardship that values transparency and emphasizes managing within agreed upon indirect cost rate targets for overhead, facilities, fringe, and leave;

b. Providing affordable and safe office facilities that support organizational visibility and performance;

c. Fostering human resources policies and practices that attract and retain exceptional talent and strengthen the operational platform for future growth; and

d. Encouraging diligent assessment in the definition and management of acceptable organizational risk.

**Candidate Profile**

PATH is seeking a CEO of unquestioned vision, intellectual horsepower, and operational excellence. He/She will be an experienced, strategic and credible global leader with an enthusiastic commitment to the values and mission of PATH. The successful candidate will be able to effectively lead and inspire the organization through its next phase of development by working closely with board members, staff, collaborating agencies and other constituents (private sector, NGOs, multilaterals, governments, international agencies, etc.) to achieve the ambitious goals PATH has outlined above. The successful candidate will be an internationalist with proven ability to work effectively in numerous countries and cultures.

The next CEO of PATH will inherit a strong platform and heritage, but he/she will have the opportunity to help determine and guide PATH’s future. The CEO should be a person who can manage entrepreneurship, which is a statement about the talent and culture of the organization. PATH attracts leaders at all levels with deep expertise and sharp focus; those who are fundamentally inspired to the greater vision because of the cohesive, collaborative and innovative culture that has been nurtured and the subsequent impact delivered. The next CEO will need to continue to cultivate this spirit of innovation and delivery.

PATH is widely respected as a “pathfinder,” meaning it is an organization that has charted and has led in the field of product development partnership (PDP) maturity by working with a wide range of constituents to have delivered significant impact. Therefore, the successful candidate will be a person who can credibly interface and contribute to the forums moving the field. He/She will be someone who knows how to take upstream interventions and be innovative in thinking about downstream application. Finally, he/she will have the intellect and energy to lead and inspire a highly motivated team around the world.
In terms of the performance and personal competencies required for this position, we would highlight the following details:

Knowledge and Experience

- He/She will be a respected leader with a strong understanding of the global health architecture; the ideal candidate will have a keen awareness of the global health influencers, donors, and drug and systems developers.
- He/She will have experience managing or leading an international organization and/or working internationally. Experience in the developing world would be ideal.
- He/She will have experience in forming and managing collaborations and partnerships.
- He/She will have a strong understanding of systems and delivery as well as a solid handle on technology development and application.
- He/She will have strong technical and commercial instincts.

Vision and Strategy

- He/She will have a sense of urgency and inspiration in seeking new ways to think about the global health environment today.
- He/She will have the ability to implement a strategic vision with openness to evolve this strategy integrating multiple points of reference from the rapidly changing global health environment. This will be particularly important in the face of increased pressure to differentiate and acquire resources in a challenging economic environment.
- He/She will have a track record of sound judgment and managing through both ambiguity and change and the ability for conceptual, analytical, and independent thinking.

Management and Leadership

- He/She will have experience managing and leading a large, complex, global organization with an entrepreneurial ethos; however, this should be grounded with a clear and structured approach to management.
- He/She will have a track record of inspiring and promoting teams and collective impact versus an organization of specialists.
- He/She will be comfortable engaging at the highest levels of the political and academic strata across the globe and will, therefore, have strong cultural instincts and experiences working across a diversity of programs, cultures, and geographies.
- He/She will be a champion of talent in the global health arena with the ability to recruit, develop, and retain top talent.
- He/She will understand both the public health and private sector health environments to bring wisdom about how to continue to strengthen and initiate partnerships in the field.
- He/She will be able to take an organization that has experienced meteoric growth and continue to drive impact, while maintaining its stability and evaluating its infrastructure as it continues to evolve (i.e., look at systems, processes, and organizational design).
Building Relationships and Using Influence

- He/She will be a collaborator and relationship-builder with exceptional interpersonal skills. PATH is currently positioned as a leader in the field and it will take an individual who has perspective of the relationships and interplay of partners and donors in the field (among governments, multilaterals, donors, academic institutions, private sector, etc.) to enter the field at a credible level.
- He/she will be the chief spokesperson for PATH, and so will have outstanding communication skills and the ability to represent PATH amongst diverse stakeholders. Additionally, he/she will be an active listener who is culturally sensitive and respectful of a globally diverse set of stakeholders.
- He/She will assume the role of chief fundraiser through this highly visible and external role. As such, the successful candidate will have interfaced with and understand the relationships of major donors around the globe.
- He/She will be an engaging diplomatic leader and possess demonstrable passion, focus and commitment to the work of PATH.