

Position brief for the position of  
President & CEO  
PATH

April 2019



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## Contact Information

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### **Nicholas Brill – Partner**

617-413-5984

[nick.brill@odgersberndtson.com](mailto:nick.brill@odgersberndtson.com)

### **Derek Wilkinson – Partner**

202-899-4278

[derek.wilkinson@odgersberndtson.com](mailto:derek.wilkinson@odgersberndtson.com)

Odgers Berndtson  
1100 Connecticut Avenue, NW,  
Suite 1050  
Washington, D.C. 20036



# Opportunity Overview

Our client, PATH, is searching for an inspirational, forward-thinking Chief Executive Officer to lead its efforts to promote health equity for all people around the world. The CEO will lead a diverse global organization comprised of innovative experts in health, technology, business, and other disciplines, striving to solve some of the world's most challenging health issues. The CEO will manage a dynamic team of executives to drive strategy and operations in furtherance of the organization's mission to advance health equity through innovation and partnerships.

## About PATH

PATH is a global team of innovators working to accelerate health equity so all people and communities can thrive. The organization advises and partners with institutions, investors, and businesses of all sizes to solve the world's most pressing health challenges, because better health moves humanity forward. PATH's work addresses health from every angle and has an impact on over 150 million people, on average, each year. The organization has had recent annual budgets in the range of \$300 to \$350M.

### A Global Team

PATH's global team of 1500+ includes scientists, health experts, business leaders, engineers, advocates, and experts from dozens of specialties. They work in more than 70 countries and partner with local leaders and communities to transform bold ideas into sustainable solutions that improve health and well-being for all. 60% of PATH employees are in Asia and Africa, 40% in Europe and North America.

PATH develops, introduces, and advances vaccines, drugs, devices, diagnostics, digital tools, and innovative approaches to strengthen health systems worldwide. The team shapes global conversations about health and technology, advises ministries of health, trains providers, equips teams of health care workers with effective tools, and works on other fronts to break down barriers to good health.

### Pioneering History

PATH was launched in 1977 by three intrepid researchers who envisioned a new kind of health organization: a nonprofit that would deliver the expertise, resources, and innovations of private industry to improve health for all.



For more than four decades, PATH has been a trusted partner to government leaders, social investors, grassroots groups, and businesses of every size and type.

From its beginning, PATH has focused on complementing each partner's expertise with PATH's unique strengths to develop, deploy, and scale innovations that

remove roadblocks to health.

The model PATH pioneered transformed the way the world thinks about health and development.





Today, together with its partners, PATH is developing and advancing ultra-sensitive diagnostics that will make diseases like polio and malaria history. It is creating hyper-local networks to detect and treat hypertension, HIV, tuberculosis, breast cancer, and other diseases. It is creating vaccines—and inventing technologies to get them safely to hundreds of millions of children who need them. It is helping women everywhere access contraceptives so they can choose when and if to have children. And PATH is doing a great deal more.

### Organizational Evolution

PATH is a 42-year-old nonprofit social enterprise operating globally and at significant scale.

In 2013, it launched the initial five-year One PATH Strategy, focused on evolving from a project-driven structure to a platform-driven model that could operate with high impact at global scale. The implementation of the One PATH strategy strengthened management and systems, research and planning, support of global staffing and infrastructure models and mobilization of cross-sector partners and individual donors. As a result, PATH increased its country presence and orientation, created centers of excellence across programs (vaccines, malaria, and digital health), developed new platforms for engagement, shaped more deliberate models of collaboration and partnerships internally and externally, and contributed more to enabling innovation ecosystems everywhere.

During those five years, PATH completed its first-ever major fundraising campaign, raising \$137 million new philanthropic dollars. Through that campaign, new donors and supporters were brought to PATH, and created the ability to deploy resources against critical needs and opportunities in new ways such as early-stage innovations and rapid response to emerging health issues.

At the end of 2018, the One PATH strategy was refreshed to prioritize PATH's efforts in four programmatic areas: vaccines, malaria, digital and data excellence, and primary health care. With an eye toward the Sustainable Development Goals for 2030, the refreshed strategy commits to creating better health outcomes for 1.4 billion women, children, and adolescents; reducing the burden from infectious diseases; reducing the burden from non-communicable diseases; and accelerating operational excellence, resource mobilization and talent development.



### PATH's Next Chapter

PATH's operating environment continues to evolve rapidly along multiple dimensions. Funders are challenging global development organizations to provide greater technical expertise, stronger quality assurance and more rigorous project management as they address difficult health challenges and fill gaps that markets and governments cannot. At the same time NGOs must drive innovation, find new and lower-cost delivery models, and adapt to changes in government programs and policies as well as new approaches in philanthropic strategies.



## The Position

The President & CEO is the primary representative and spokesperson for the organization, responsible for advancing the interests of PATH among a range of stakeholders and ensuring the financial viability of the organization. The next CEO will lead PATH through a time of dynamic change and will have the following key priorities:

- With the support of the Board, articulate the vision, advance the strategy, and position the organization for increased impact.
- Lead and support policy and advocacy activities in global health, innovation, and social sector issues with policymakers and funders around the globe.
- Lead the Executive Team to ensure execution of the strategy, operational excellence and strong business oversight, identification and development of new revenue streams, change management, and implementation of new business models.
- Drive the organization's engagement with stakeholders and partners in the broader international development community.
- Ensure the organizational culture of PATH and the "tone from the top" are reflective of its values: equity, integrity, collaboration, innovation, and impact, and that PATH remains a great place to work for all.

## The Candidate

PATH's next President & CEO will be a builder with a track record of taking organizations to new levels of effectiveness. This new leader will inspire, drive, and lead with purpose and conviction, and help the organization embrace change while maintaining its innovative, global spirit.

### Competencies & Areas of Expertise

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- Credibility in both the broader international development/social impact community and in healthcare
- Experience leading change in organizations that operate in a complex, highly regulated and rapidly changing sector
- Demonstrable experience creating efficiencies and economies of scale while maintaining the assets of programs/business units
- Track record of successful fundraising and broadening sources of revenue

### Essential Qualifications

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- An inspirational and inclusive approach
- A reputation for high-EQ management, leadership and executive interaction
- Deep C-level management and leadership experience in large organizations with well-functioning corporate shared services
- A track record of fostering a culture of equity, innovation and collaboration
- Experience working effectively across geographies and cultures and in low resource settings



## Location & Remuneration

PATH has its central operations in Seattle and the organization's global footprint continues to grow. The next President & CEO will need to spend considerable time with the Executive Team in Seattle and is expected to travel a significant amount to support the organization's partnerships, growth, development, and fundraising.

A highly competitive compensation package will be offered the candidate of choice.

*PATH is proud to be an equal opportunity employer and deeply committed to building an inclusive workforce where diversity is valued. Every qualified applicant will be considered for employment. We especially encourage women, people of color and candidates from low- and middle-income countries to apply. PATH does not discriminate based on race, color, religion, gender, sexual orientation, gender identity or expression, genetic information, age, national origin, marital status, disability status, political ideology, military or protected veteran status, or any other characteristic protected by applicable federal, state, or local law.*



# How to Apply

In order to apply, please submit a comprehensive CV along with a cover letter which sets out your interest in the role and encapsulates the aspects of your experience relevant to the required criteria. Please include the names and addresses of three references. Those points of reference will not be approached until the final stages and not without prior permission from candidates.

The preferred method of application is by email at: [PATH.CEOsearch@OdgersBerndtson.com](mailto:PATH.CEOsearch@OdgersBerndtson.com)

**Contact Details** For a conversation in confidence, please contact:

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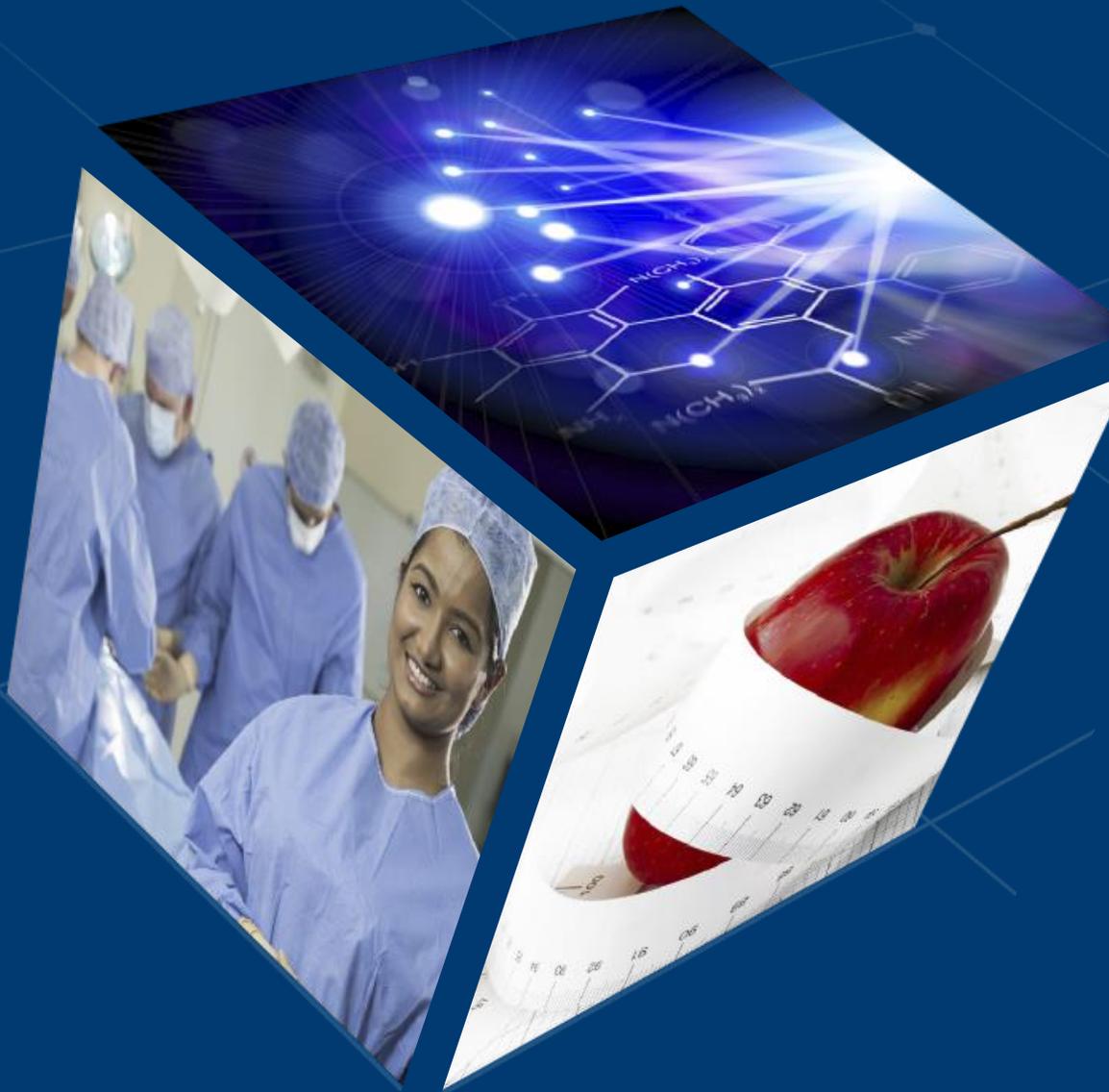
[derek.wilkinson@odgersberndtson.com](mailto:derek.wilkinson@odgersberndtson.com)

## About Odgers Berndtson



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Suite 1050  
Washington, D.C. 20036

<https://www.odgersberndtson.com/en-us>