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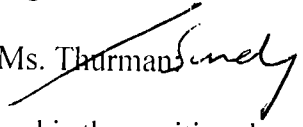
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E X P L O R E
C O M P A N Y

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March 15, 2000

Sandy Thurman
736 Jackson Place NW
Washington, DC 20803

Dear Ms. Thurman 

Enclosed is the position description for the Chief Operating Officer for the International AIDS Vaccine Initiative (IAVI). I would appreciate any recommendations you may have for the position and may be reached by e-mail at explorecompany@aol.com or by phone at 202-289-8007.

Sincerely,



Daniel Sherman
President

**INTERNATIONAL AIDS VACCINE INITIATIVE
CHIEF OPERATING OFFICER**

The International AIDS Vaccine Initiative (IAVI), a scientific nonprofit organization committed to ensuring the development of safe, effective, accessible preventative HIV vaccines, is seeking to recruit a Chief Operating Officer.

Brief Overview

IAVI was founded in response to the need to mount a serious global effort for an AIDS vaccine. IAVI's mission is to ensure the development of safe, effective, accessible, preventive HIV vaccines for use throughout the world. IAVI serves its mission in three ways:

- By accelerating scientific progress primarily through vaccine product development;
- By mobilizing support through advocacy and education; and
- By encouraging industrial participation in AIDS vaccine development.

IAVI's scientific effort focuses on the development and testing of vaccines appropriate for use in developing countries and enlists scientists in developing countries as full partners. IAVI is a public private partnership that melds together companies with a public sector approach. In addition, IAVI has negotiated agreements with its industry partners to help ensure that vaccines will be readily available and affordable in developing countries. IAVI is a highly visible and much watched innovative agency.

Since its founding in 1996, IAVI has invested over \$12 million in the first three of a series of International Vaccine Development Partnerships. This will bring the nations of Kenya, Uganda and South Africa together with partners and companies in the United Kingdom, Germany and the United States to develop and move promising vaccine candidates toward clinical testing. IAVI has also set up national vaccine programs in South Africa, India and China. In addition, IAVI established the "*IAVI Report*"; the first periodical solely devoted to chronicling HIV vaccine research and development. Since its founding, the "*IAVI Report*" has reached more than 10,000 readers in 100 countries. Whether negotiating groundbreaking intellectual property agreements, or working with the World Bank to establish a new financial mechanism to spur the development of AIDS vaccines, IAVI is on the forefront of the social venture capital movement advancing an innovative approach to meet the world's HIV/AIDS crisis.

IAVI is governed by 15-member Board of Directors from seven countries and has its international headquarters in New York City. IAVI's scientific research is governed by an internationally distinguished Scientific Advisory Committee, currently chaired by Jaap Goudsmit, M.D., Chair, Faculty of Medicine –Academic Medical Center, Department of Human Retrovirology, University of the Netherlands.

IAVI has a full-time staff in the United States of approximately 25 professionals. IAVI has also established a temporary office in London, England, which serves to oversee IAVI's European activities. The London-based effort has a compliment of three part-time staff. In addition to the full-time staff, a team of senior consultants brings a range of experience in science, research, public policy, and program development to IAVI. These consultants are based throughout the world and serve as an important part of IAVI's professional team. IAVI's annual operating budget has grown from \$200,000 in 1996 to approximately \$17 million per annum today. Since 1996, IAVI has successfully raised over \$80 million from corporations, foundations and governments and international agencies.

Chief Operating Officer

The Chief Operating Officer will be based in New York City and report to Seth Berkley, M.D., President, IAVI. This person will serve as a member of the Senior Executive Team. The Chief Operating Officer will be charged with the implementation of a new strategic vision that advances a new framework to support the organization's mission. At the heart of the new plan is the need to effectively integrate financial and operating systems with communications, investment, program and fundraising activities. In other words, to create an internal alignment of human, financial, operating and programmatic capital and resources to support key strategic international organizational priorities in the near and long-term.

The Chief Operating Officer must be a skilled leader and manager, capable of directing, motivating and developing staff while building an infrastructure to support a growing international entrepreneurial organization. The Chief Operating Officer's ability to make things happen depends to a great extent on tact, intelligence, creativity and interpersonal abilities. Moreover, the Chief Operating Officer must possess a vision and an ability to learn and grasp the principal issues in each program area and effectively transform these disparate parts into a coherent and sustainable framework to advance the IAVI's goals and leadership.

The Chief Operating Officer will oversee the Finance and Administration Department and provide internal leadership on all financial, human resources and organizational development matters. The Chief Operation Officer will need to advance proactive and timely reporting mechanisms and support a comprehensive operating infrastructure that contributes to a high quality workplace environment.

IAVI has reached a turning point in its evolution. What began as an entrepreneurial start-up venture has reached the point where new organizational systems need to be put in place to create a sustainable framework to advance the mission of the organization. The Chief Operating Officer should be a person who possesses strong organizational development skills capable of

taking IAVI from a purely entrepreneurial style of operation to an international organization with effective management systems without losing its entrepreneurial character.

The core challenge for the Chief Operating Officer is to ensure that the organizational future is secure. This is a challenge that calls for organizational leadership and management and a demonstrated ability to integrate and leverage the program and human resources of the organization in a productive and positive manner

Overall the Chief Operating Officer is responsible for meeting the following broad goals:

- To lead the staff in resolutely addressing a range of strategic, operational and program issues, including integrating the organization and providing financial and staff leadership: to implement a strategy for the future.
- To provide strong and effective internal leadership, defining departmental expectations, tracking progress against objectives, and providing an environment for professional growth: to foster a culture in which every employee plays a vital role in the implementation of the IAVI's mission.
- To support development of new programs, entrepreneurial ventures and other organizational activities that strengthen IAVI's financial base: to run a financially robust operation.
- To support development of a service-centered human resource so that all IAVI staff and Board have access to appropriate personnel and critical training, resources and information.
- To lead in the development of a plan to advance the information technology needs of the organization and support its application to program, fundraising, communication, financial and human resource activities.
- To support the development of a vibrant future by continuing to cultivate, expand and make best use of IAVI's Board of Directors and Scientific Advisory Committee.

Beyond these objectives, the Chief Operating Officer should possess the following professional qualifications and personal attributes:

- A deep commitment to the purposes and mission of IAVI
- An sense of inquisitiveness and intelligence
- The ability to work without close guidance in an active and changing environment.
- A minimum of 10 years demonstrated experience leading a complex financial and human resource operation, preferably with an international organization, business or agency.

- A demonstrated level of experience working to advance “new media” website communications in support of business operations, marketing, and customer service activities.
- A demonstrated level of experience working with a wide range of information systems including Novell Network, and various spreadsheet and database software.
- A management style that is goal oriented, but flexible, that respects the capabilities and independence of staff, but provide opportunities for mentorship and a clear sense of direction.
- A record of accomplishment working in an entrepreneurial, multi-layered, intellectually charged work environment.
- Possessing an ability to inspire trust, organize people into a team and motivate them to work well together.
- Demonstrated ability to think strategically, tactically, and creatively.
- Possessing the highest level of personal and professional integrity and quality standards.
- Bachelor’s Degree required with a MBA, CPA or equivalent work experience preferred.

Compensation

Compensation established for this position includes a base salary and an excellent package of employee and health benefits.

Interested candidates should send their resume to:

Daniel Sherman
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