The U.S. Military HIV Research Program (MHRP) is centered at the Division of Retrovirology, Walter Reed Army Institute of Research, U.S. Army Medical Research and Materiel Command and is supported through a cooperative agreement with the Henry M. Jackson Foundation for the Advancement of Military Medicine.
EXECUTIVE SUMMARY

Since its inception in 1986, the U.S. Military HIV Research Program (MHRP) has emerged as a world leader in HIV vaccine research. MHRP has solidified its reputation as a team of courageous scientists, effective product developers and dedicated collaborators through leadership in RV144, the first HIV vaccine trial to demonstrate efficacy in humans, delivery of prevention and treatment programs in resource-poor settings across sub-Saharan Africa, and a commitment to Force Health Protection and Care.

With the persistent and destabilizing social, economic and political impact of HIV/AIDS, high infection rates in many of the geographic regions in which military personnel are deployed and rising life-long treatment costs, MHRP’s HIV research and care mandates remain highly critical to Military and civilian populations. Furthermore, as recent scientific advances reinvigorate optimism for the potential to prevent and even cure HIV within a generation, and as the U.S. Military puts greater emphasis on healthcare objectives, MHRP has identified opportunities to integrate recent investments and emerging strengths in an updated research strategy that strengthens alignment, maintains leadership and amplifies relevance.

MHRP’s 2014 Strategic Plan supports an integrated research and development agenda that spans the continuum from discovery through clinical and population science; effectively leverages the Program’s notable and enduring strengths in vaccine research, clinical development, diagnosis, threat assessment and care; and capitalizes on unique and emerging strengths in preclinical non-human primate (NHP) research and studies of the very early stages of HIV infection (acute infection).

MHRP remains committed to fostering a multidisciplinary and collaborative approach to galvanizing the Program’s leadership position in HIV prevention and cure research, reducing Military healthcare costs through advances in technology, practice and policy, and cultivating the next generation of infectious disease research leadership within the Department of Defense.

MHRP’s 2014 Strategic Plan

Goal 1: Build on RV144 and execute an integrated vaccine development program.

Goal 2: Lead the field in acute infection and cure research.

Goal 3: Integrate MHRP’s continuum of discovery, preclinical, clinical and population health research.

Goal 4: Strengthen external partnerships and enhance collaboration across the DoD.

Goal 5: Leverage MHRP’s international capacity for research, clinical development, prevention, care and treatment to advance national security and global health objectives.

Goal 6: Generate and translate diagnostic and knowledge products to inform health policy and reduce the burden of infectious diseases in the Military.

Goal 7: Support professional development in order to build the next generation of scientific leaders.
With more than 35 million infections worldwide and 7,000 new infections reported daily, HIV remains one of the greatest threats to global public health. Despite recent advancements in HIV prevention, care and treatment, which have modestly reduced the total number of new infections and deaths each year, AIDS and AIDS-related illnesses are still among the leading causes of death globally.¹ To date, the greatest burden of HIV remains in Sub-Saharan Africa (accounting for 71% of all HIV infections).² The epidemic, however, is not isolated to the developing world: as of 2012, there were 50,000 new HIV infections and 1.3 million people living with HIV in North America³—an increase from 1.14 million in 2009.⁴ Additionally, prevalence continues to increase across Eastern Europe, Central and East Asia⁵ and the Middle East and North Africa.⁶ The impacts of HIV are widespread and include lowered life expectancy, reduced economic growth and increased health costs. These outcomes ultimately damage social and political cohesion and impede the advancement of global health objectives—posing a risk to national security and the stability of many nation-states.

In addition to geopolitical concerns, exposure of U.S. Military Forces to high infection rates in both developed and developing countries poses a persistent risk to Military personnel—one that resulted in 366 incident infections reported in 2012.⁷ Among Active Duty Forces alone, new HIV cases have increased by 22% since 2008,⁸ and exposure to the virus, particularly among deployed Forces, continues to threaten Force readiness, Force Health Protection and theatre blood supply. Furthermore, improved treatment options and younger age at diagnosis—both of which drive higher life expectancy—have substantially increased the cost of ongoing/chronic care for Service Members and Beneficiaries. With an estimated lifetime treatment cost of $380,000 per person,⁹ the cost to the Department of Defense (DoD) to provide lifelong therapy for HIV infected Service Members (based on 366 cases) is estimated to be $140M.¹⁰ Accordingly, the staggering and destabilizing impacts of HIV across global populations and within the U.S. Military demand the implementation of sophisticated scientific, clinical, political and social solutions.

To strengthen commitment to Force Health Protection, national security interests and the health of global communities, U.S. Congress initiated the U.S. Military HIV Research Program (MHRP) in 1986—a program dedicated to reducing the impact of HIV through prevention, treatment, diagnostics and monitoring. Since inception, MHRP has worked to address the threat of HIV to the U.S. Military and global communities by seeking a globally effective HIV vaccine; ensuring accurate HIV testing for the Army; tracking the HIV epidemic in Active Duty Forces; assessing the risk of HIV exposure to U.S. and Allied Forces; and providing prevention, care and treatment services to civilian and Military populations through the U.S. President’s Emergency Plan for AIDS Relief (PEPFAR).

Over the past thirty years, MHRP has been repeatedly recognized for its innovative, collaborative and intrepid contribution to HIV vaccine research and development, as well as diagnostics and treatment services. Renowned for numerous achievements, MHRP’s recent accomplishments include executing RV144—the first and, to date, only Phase III HIV vaccine trial to demonstrate a reduction in the risk of HIV infection in humans; characterizing the mode of transmission and molecular epidemiology of all HIV infections acquired among Army Soldiers deployed to Iraq and Afghanistan; developing and testing a promising next-generation MVA vaccine as part of a prime-boost regimen; and developing a first-in-class
diagnostic approach to acute HIV infection surveillance. The Program’s comprehensive research and treatment mandates have earned MHRP eminence within the global HIV research landscape.

Against the backdrop of evolving operational imperatives across the Military and recent advancements within the scientific milieu, MHRP has revisited its research strategy in order to align with and respond to the dynamic environment in which it operates. Over the coming years, MHRP must respond to the DoD’s transition to a peace-time budget and the Military’s Don’t Ask, Don’t Tell (DADT) repeal, while recent and significant progress in HIV prevention and therapeutics—and the growing hope that a cure is within reach—will shape MHRP’s future HIV research and development efforts. Building on the results of RV144 through the Pox-Protein Public-Private Partnership (P5) remains one of the field’s, and MHRP’s, foremost research priorities, and elucidating new opportunities in acute infection studies, immune-based approaches and combination treatments will warrant further investigation to deliver on the promise of a functional cure. Accordingly, MHRP must prioritize and align research objectives, effectively engage collaborators to amplify strengths and ensure that Program decisions align with these priorities.
2. MHRP TODAY

Over the past thirty years, MHRP has remained committed to a research program with a sharp focus on improving HIV prevention, care and treatment to address critical global health priorities and contribute to U.S. national security objectives. Centred on the development of a globally relevant HIV vaccine, MHRP’s 2010 Strategy defined an integrated, full-spectrum HIV research program consisting of four cross-cutting research mandates: Descriptive Epidemiology, Delivery of HIV-related Services, Vaccine Science, and Clinical Development. In the development of the 2014 Strategic Plan, MHRP led a highly consultative process designed to benefit from the perspectives of its key internal and external stakeholders. This approach has helped to elucidate enduring strengths that have defined the success of the Program’s research mandates to date and to identify new opportunities that will contribute to a comprehensive and integrated research program in the future. Recognized enduring strengths include:

Vaccine Science. MHRP’s primary focus on developing a globally effective, preventive HIV vaccine is enabled by the Program’s strong discovery science and preclinical capabilities, which are widely recognized for:

- **Research Expertise** in T-cell biology, molecular virology (including virus sequencing and sieve analysis) and the characterization of HIV infection and humoral and cellular immune responses;  

- **Screening and Evaluation** of relevant antigens, adjuvants and vaccine formulations for induction of multi-clade protection against HIV through preclinical research that includes animal models;  

- **Promising Pipeline** of vaccine concepts, including MVA, gp145, new adjuvants, novel antigens and liposomal formulations.

Clinical Development. A recognized leader in planning and executing large-scale, late-stage clinical trials, MHRP has an unmatched capacity to deliver on vaccine and product development efforts from discovery to licensure. Prominent strengths and achievements in clinical development include:

- **Leading RV144**—the world’s first HIV vaccine trial to demonstrate protection against HIV in humans;  

- **International Trial Capacity**, developed through in-country partnerships with civil, military, public health and researcher/laboratory counterparts, that extends the Program’s international reach to populations most affected by HIV, provides access to unique cohorts, advances prevention and treatment research, and attracts international collaborations;  

- **Unique Research Resources**, including well-defined cohorts, trial samples and biobanks, enable innovative research and advance the field’s understanding of HIV infection;  

- **Logistics Excellence** that underpins MHRP’s ability to operationalize complex clinical studies and treatment programs overseas.

Delivery of HIV-Related Services. With a commitment to Force Health Protection and minimizing the burden of the HIV pandemic globally, MHRP offers testing, diagnosis, prevention, care and treatment services to Military personnel and international populations of strategic importance to the U.S. Government and the DoD. Notable strengths across this platform include:

- **Diagnostics and Monitoring** programs, enabled by MHRP’s Department of Laboratory Diagnostics and Monitoring (DLDM) and the HIV Diagnostics and Reference Laboratory (HDRL), are critical to the development of state-of-the-art infectious disease diagnostics, provision of high-quality, frequent
and early HIV screening to Military and at-risk populations, and integration of diagnostics research with clinical care;

- **PEPFAR Programs.** offer prevention, care and treatment to communities across Kenya, Nigeria, Tanzania and Uganda, secure an ethical environment in which to conduct vaccine and therapeutic research, engender international trust and goodwill, and strengthen the global reputation of the U.S. Government and Military;

- **International Relationships** with civil society, military, government, academic and NGO stakeholders, support the development of international clinical trial capacity, enable access to unique patient populations and cohorts, and enhance foreign relations through medical diplomacy.

**Descriptive Epidemiology.** By conducting ongoing surveillance and threat assessment of HIV infection among Active Duty and Allied Forces and across critical territories, MHRP builds a foundational understanding of the epidemiology of HIV and related infections. This integrated platform of activities is recognized for:

- **Monitoring and Tracking** HIV in Active Forces and studying the epidemiology of viral clades in geographies that are critical to assessing the risk of HIV exposure to deployed U.S. and Allied Troops;

- **Data Mining/Meta-Analysis** capabilities inform health policy development and public health practice aimed at improving Force health and reducing incidence of infection and co-infection;

- **Vaccine and Non-Vaccine Research** which is effectively prioritized and advanced through a foundational understanding of HIV epidemiology and related infections in humans.

**Emerging Strengths and Opportunities.** Recognizing new scientific promise and prospects in the HIV research field, MHRP is committed to advancing prevention, care and treatment objectives by effectively integrating the Program's emerging capabilities in preclinical/translational and acute infection research.

- **Preclinical and Translational Research.** Having recently invested in non-human primate (NHP) laboratories, there is an opportunity to fill a gap in MHRP’s capabilities across the product development pathway by defining a mandate centered on preclinical and translational research. By leveraging in-house capabilities for product analysis, prioritization and selection of promising HIV vaccine candidates (vectors, antigens and adjuvants), MHRP can efficiently bridge basic research to clinical development and accelerate the development of a strong pipeline of products.

- **Acute Infection.** MHRP’s timely investment in establishing very acute infection cohorts have positioned the Program as a pioneer in advancing our understanding of immune responses and viral reservoirs at the earliest stages of HIV infection. This cutting-edge research will guide the development of improved preventive vaccine strategies, support the development of more relevant animal models of disease, highlight the potential for treatment as prevention, and advance research toward a functional cure for HIV—a high-impact concept characterized by undetectable infection levels, normal CD4 cell counts and viral load and ability to control HIV without life-long ARV treatment. A trailblazer in the acute infection field, MHRP will integrate this strength as a new strategic opportunity.
3. STRATEGIC DRIVERS, MISSION AND GOALS

To position the Program for ongoing success, MHRP’s 2014 Strategic Plan must respond to key strategic drivers and its mission must reflect an interest in achieving impact in, not only HIV prevention and treatment, but also cure research, an expanded scope that demands essential contributions from all of MHRP’s functional areas. In pursuit of its renewed mission, MHRP has identified seven goals that will collectively propel a comprehensive research and product development strategy, integrate enduring and emerging strengths and address strategic drivers (Figure 1).

### Strategic Drivers

**Building on existing capabilities.**
MHRP’s enduring strengths in large-scale clinical trials, its collaborative approach to product development and its capacity to work effectively across geographies—as exemplified by the success of RV144—position the Program as a unique player in the field and will continue as core capabilities at MHRP.

**Leveraging emerging strengths to address new opportunities and priorities in the HIV field.**
Across HIV prevention, care, treatment and diagnostics, new opportunities to develop immune-based approaches to prevention, conduct acute infection research, target latent viral reservoirs and advance next generation diagnostics will shape research efforts, investments and collaborations in the near future.

**Responding to military needs, objectives and operational changes.**
Research, product development and health services for HIV and related infections must adapt to changes in operational dynamics and Military objectives post-war and post-repeal. Strengthening collaborations across the DoD, accelerating product development, reducing healthcare costs, and leveraging international capacity to support health diplomacy are priorities.

**Dismantling silos and integrating activities to strengthen the pathway from discovery to clinical development.**
Realizing the full potential of a comprehensive HIV research and product development program will require renewed motivation to integrate MHRP’s continuum of discovery, preclinical, clinical and population health research and refocusing basic and preclinical expertise and infrastructure to build a stronger product pipeline.

**Enhancing capacity for inquiry and innovation.**
Maintaining global leadership in HIV research will require expansion of basic research capabilities in immunology and virology and a commitment to nurturing inquiry-based research that is aligned with MHRP’s focus on product development.

**Maintaining flexibility and optimizing the potential of partnership.**
By working effectively with partners, both within the DoD and across the HIV research field, MHRP has established trust, enhanced visibility and sustained flexibility. Responding to emerging opportunities in HIV prevention, care and treatment will benefit from organizational agility and MHRP’s propensity for collaboration and knowledge sharing.

### Mission and Goals

**MHRP will protect the U.S. Military from HIV and improve global health by conducting research to develop an HIV vaccine, reduce new infections and find a cure.**

**Goal 1:** Build on RV144 and execute an integrated vaccine development program.

**Goal 2:** Lead the field in acute infection and cure research.

**Goal 3:** Integrate MHRP’s continuum of discovery, preclinical, clinical and population health research.

**Goal 4:** Strengthen external partnerships and enhance collaboration across the DoD.

**Goal 5:** Leverage MHRP’s international capacity for research, clinical development, prevention, care and treatment to advance national security and global health objectives.

**Goal 6:** Generate and translate diagnostic and knowledge products to inform health policy and reduce the burden of infectious diseases in the Military.

**Goal 7:** Support professional development in order to build the next generation of scientific leaders.

**Figure 1.** MHRP’s Strategic Drivers, Mission and Goals.
4. STRATEGIC FRAMEWORK

MHRP’s 2014 strategic framework has evolved to ensure relevance and impact in the current research environment and operating context by building on enduring strengths and integrating emerging capabilities in preclinical and translational and acute infection research. In doing so, MHRP’s updated strategic model (Figure 2) aims to: accelerate the pathway from discovery science to clinical development; build a strong pipeline of vaccine products; and drive a high-impact research program that embeds a product development mindset in HIV vaccine and cure research.

MHRP’s core mandates—Delivery of HIV-Related Services, Discovery Research, Preclinical & Translational Research and Clinical Development, all supporting and leveraging Acute Infection Research and underpinned by Descriptive Epidemiology—encompass a comprehensive HIV research framework dedicated to understanding HIV in human populations, advancing vaccine candidates from basic science to licensure, improving treatment algorithms and contributing to the promise of a functional cure (Figure 2).

Committed to maintaining its leadership position in the field, MHRP’s 2014 Strategic Plan aims to supplement enduring strengths and pursue new opportunities that have been identified by and tested among a broad spectrum of MHRP’s stakeholders, including MHRP scientists and leadership, external funders and collaborators, and Military Leadership.
**Discovery Research** builds on MHRP’s distinct research expertise, screening/evaluation capabilities and promising pipeline, and centers on understanding pathogenesis of HIV infection, immune responses and human/viral genetic diversity in infection.

**Emerging Opportunities:** As the field places greater emphasis on humoral immunity, key opportunities within the HIV discovery research arena include: identifying drivers of somatic hyper-mutation to advance the field’s understanding of broadly neutralizing antibodies (bNAbs) in prevention; investigating passive administration of monoclonal, broadly neutralizing or multi-specific antibodies; and studying antibody gene delivery for *in vivo* monoclonal antibody (mAb) production.

**Emerging Priorities:**
- Strengthen in-house capacity in immunology and humoral immunity through strategic recruiting, training and partnering.
- Foster integration of basic research with product development efforts across the Program, with an emphasis on leveraging RV144 correlates work as a driver of new product development.
- Capitalize on RV144 and RV254 as a basis for research collaboration with external partners.

**Preclinical & Translational Research** leverages MHRP’s capabilities in analysis and prioritization of vaccine candidates and integrates emerging strengths in NHP to support translation of novel vaccine technologies. By enabling proof-of-concept studies in non-human models, MHRP will enhance a recognized strength in product development.

**Emerging Opportunities:** Leverage and expand on existing capabilities to develop new adjuvants, novel antigens, vector delivery methods and replicating vectors.

**Emerging Priorities:**
- Expand the use of in-house NHP capabilities to support preclinical testing and generate evidence for product selection or prioritization.
- Refocus adjuvant research to contribute to the development of the MHRP product pipeline while advancing the development of existing pipeline products (e.g. pox protein, MVA).
- Expand partnerships with collaborators to develop novel antigens.
Clinical Development builds on results of RV144, robust trial capacity and resources, and logistics expertise in the conception and execution of clinical trials for vaccines and other interventions to assess efficacy, examine immunogenicity and identify correlates of protection.

Emerging Opportunities: MHRP is in a unique position to build on the promising results of RV144 by leading new trials focused on achieving greater durability and/or efficacy alone or in combination with other prevention strategies. Additionally, MHRP can leverage PEPFAR to advance prevention research and can capitalize on early leadership in acute infection studies as a platform for critical clinical development resources.

Emerging Priorities:
- Prioritize activities at international clinical sites to optimize use of Military and PEPFAR resources.
- Explore opportunities available through PEPFAR to study prevention and implementation science that improves the uptake, implementation and translation of research findings into common practice and therefore improve program effectiveness.
- Leverage the African Cohort Study (AFRICOS; a first-in-class multinational HIV cohort study) to assess the impact of clinical practices, biological factors and socio-behavioral issues on HIV infection and disease progression in an African context and conduct research on prevention.
- Identify and evaluate technologies that may deliver rapid results in clinical testing (e.g. injectable PrEP).

Delivery of HIV-Related Services offers first-rate prevention, monitoring and health services for Military, Beneficiaries and global populations, and builds on a state-of-the-art platform for health services research, therapeutic studies, development of monitoring/diagnostic tools, and collection and management of clinical specimens.

Emerging Opportunities: Leveraging HDRL and DLDM strengths, MHRP has the opportunity to develop novel diagnostic tools for fast and accurate near-patient screening/diagnosis at all stages of infection, in low-technology settings and for distinct populations (e.g. acute infection, vaccine recipients). MHRP can also expand the use of innovative technologies and leverage international outposts to detect and study other infectious diseases important to Force Health Protection.

Emerging Priorities:
- Integrate and align clinical/PEPFAR activities with basic research, implementation science and diagnostics activities to harness the research opportunities, resources and knowledge that exist across mandates.
- Develop diagnostics for key populations and diseases (e.g. HBV, HCV) of relevance to the Military and MHRP.
**Acute Infection** research at MHRP has positioned the program as an early leader in this field with cutting-edge studies of early HIV infection and the development of very acute infection cohorts, making significant contributions to our understanding of virology and immunology during acute phases of infection; these studies are expected to expose mechanisms for prevention and new strategies for a functional cure.

**Emerging Opportunities:** MHRP can build on current research programs to advance the field’s understanding of viral reservoirs, immunology of acute HIV infection and benefits of early treatment as prevention; explore the possibility of cure through drug and immune-based therapy; and study viral and host mechanisms leading to variability in HIV infection and treatment responses. Importantly, knowledge of immune responses in acute infection can inform rational vaccine design and advance progress toward a functional cure.

**Emerging Priorities:**
- Enhance internal acute infection research by building basic research, immunology and virology expertise through targeted recruiting, training and partnering.
- Integrate activities between vaccine development and acute infection research to benefit from complementary knowledge.

**Descriptive Epidemiology** builds on a foundational understanding of the epidemiology of HIV and related pathogens in humans, particularly military-relevant populations, includes an integrated platform of activities to advance HIV vaccine and non-vaccine prevention research, diagnostic and monitoring research, and informs policies that will improve Force health.

**Emerging Opportunities:** MHRP can leverage access to extensive epidemiological data to develop knowledge products and inform health policy focused on minimizing transmission of a wide range of infectious diseases. Further, repeal of DADT has unlocked important opportunities to monitor and analyze HIV infection among men who have sex with men (MSM) in the military.

**Emerging Priorities:**
- Prioritize and build an understanding of key Military populations (e.g. high-risk MSM, recurrent sexually transmitted infections, key age groups, etc.) by generating and studying relevant cohorts.
- Collaborate across the DoD to study, monitor and disrupt transmission within defined cohorts.
- Integrate internal activities and collaborate with vaccine development, cure research and PEPFAR programs.

The strength of MHRP’s integrated model ultimately lies in the ability to harness translational research opportunities that leverage capabilities, resources and knowledge across mandates. At each point of intersection between mandates (Figure 3) there are unique opportunities to foster bi-directional translational activities that reinforce a collaborative, multidisciplinary environment, accelerate the development of an HIV vaccine and support the global effort to find a cure.
MHRP’s 2014 Strategic Plan

1. Integrate knowledge of viral pathogenesis and immunology in the development of a robust pipeline of vaccine technologies for testing.

2. Leverage internal preclinical capabilities (e.g., NHP) to select and accelerate new vaccine products toward efficacy testing.

3. Center translational activities around quality assurance/health outcomes findings; enable specimen collection from international sites; provide a platform for therapeutic research for HIV and related infections.

4. Utilize patient samples to build understanding of viral pathogenesis, host genetics and immune response to disease.

5. Inform rational vaccine design based on knowledge of immune responses in early infection.

6. Enable development of improved animal models of infection based on data from acute infection studies.

7. Lead studies of interventions aimed at preventing/controlling immunological events upon HIV exposure or identifying a functional cure.

8. Capture opportunities to develop diagnostic platforms for rapid and early testing of Military personnel.


10. Shape public health policy within Military and leverage next generation HIV diagnostics.

11. Improve efficacy of vaccines through understanding immune responses and genetic diversity in infection.

12. Focus on new adjuvants, antigens and delivery methods based on population virology and HIV diversity.

13. Region- and population-specific epidemiology; clinical trials data management and analysis.

**Figure 3.** MHRP’s 2014 Strategic Framework: Integrative Opportunities across Mandates.
Recognizing that MHRP operates within a dynamic and shifting environment, important choices will inevitably need to be made to sustain leadership, impact and relevance. Figure 4 provides a framework for decision-making and self-assessment. It demonstrates how MHRP’s six research mandates provide balanced support of the Program’s goals and highlights five foundational principles that can be applied to prioritization of new activities, partners and investments. These principles emphasize an enduring commitment to inquiry-based science and product development that advances preventive vaccine research and development objectives, enhances care and treatment services, and strengthens the development of knowledge products. Further, they embed a focus on excellence, relevance, operational effectiveness, accountability and agility—organizational values essential to MHRP’s sustained success, leadership and identity.

### 5. Principles

**Excellence**
- MHRP will boldly pursue high-impact, scientific research that has the potential to deliver transformative results for the field.
- MHRP’s research, clinical development, treatment and care mandates will be executed to the highest international standards of quality, ethics and excellence.

**Relevance**
- MHRP’s pursuits and investments will be directed by a mission to impact high-priority Military and global populations.
- MHRP will leverage its knowledge of the Army acquisition process, experience in advanced development and data-mining capabilities to ensure that effective technologies and knowledge products reach the warfighter and populations most in need.

**Operational Effectiveness**
- MHRP will pursue and sustain strategic partnerships that complement and reinforce MHRP’s mission.
- MHRP will continue to align internal activities to foster integration across mandates and build in-house capacity in areas where MHRP can achieve a sustainable competitive advantage.

**Accountability**
- MHRP will align itself with the objectives and priorities of the DOD, the Defense Health Program (DHP), and the USG—seeking opportunities to reduce the cost of care and treatment of HIV-infected Military Service Members and Beneficiaries, and minimize the burden of HIV in global communities.
- MHRP will engage its team by sustaining a commitment to transparency and knowledge-sharing, supporting career development and empowering emerging leaders.

**Agility**
- MHRP will maintain a resolute commitment to research and development that will reduce the cost and impact of HIV while preserving the operational and scientific flexibility to respond nimbly to developments in the HIV field and shifting priorities within the Military.

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**Figure 4. MHRP’s Decision-Making Framework and Foundational Principles.**
6. IMPACT

Over the past three decades, MHRP has played a prominent role in HIV vaccine development and, as a trailblazer in acute infection research, is well positioned to continue to contribute substantially to the global effort to prevent new HIV infections, cure the disease in infected individuals, and address the need for technology, policy and health service solutions that will reduce the risk and cost of HIV to the US Military. MHRP’s 2014 Strategic Plan provides the framework to capitalize on this opportunity fully and responsibly. By amplifying the value of in-house preclinical and translational research capabilities and more fully integrating acute infection research as a platform to support MHRP’s scientific and product development agenda, MHRP will:

- **Lead the field in HIV prevention and cure research**: Drive an evidenced-based approach to building on RV144 and leveraging acute infection capabilities to contribute to the development of more effective vaccines, robust, highly sensitive diagnostics and ultimately cure of HIV.
- **Reduce the cost of Force healthcare**: Develop technologies to prevent, detect and manage HIV infection and advance knowledge products to improve health services and policy.
- **Cultivate the next generation of infectious disease research leadership within the Military**: Commit to excellence in high-priority, product-driven research and innovation.

**Figure 5. MHRP’s 2014 Strategic Plan Impact**

With renewed momentum behind the aspiration to end one of the world’s most devastating public health crises, the field needs MHRP’s bold scientific vision, product development mindset and commitment to collaboration. Moreover, the U.S. Military needs to realize the unique potential of this Program to improve the trajectory of HIV and related infections among Service Members and in geopolitically vulnerable populations. MHRP is singularly driven by the ambition to maximize its contribution to both the Military and the HIV research field. The 2014 Strategic Plan will solidify MHRP’s critical role in HIV prevention and cure research, ensure continued alignment of Program goals with Military objectives, and propel the Program’s legacy into a new era of scientific and public health impact.


Ibid.

