

PROFILE METHODOLOGY

This profile provides detailed information about the executive vice president and chief executive officer (EVP/CEO) for the American Society of Health-System Pharmacists (ASHP) and is designed to assist individuals in assessing their interest and qualifications for the position. The profile was developed using organizational data, along with findings from a survey of, and discussions with, key association stakeholders, including ASHP leaders, staff, and volunteers. These discussions were conducted to identify and prioritize the skills, knowledge, experience, qualifications, and qualities required and desired in a new leader.

ABOUT ASHP

ASHP is the largest association of pharmacy professionals in the United States, representing 60,000 pharmacists, student pharmacists, and pharmacy technicians in all patient care settings, including hospitals, ambulatory clinics, and health-system community pharmacies. For over 80 years, ASHP has championed innovation in pharmacy practice, advanced education and professional development, and served as a steadfast advocate for members and patients. In addition, ASHP is the accrediting body for pharmacy residency and technician training programs and provides comprehensive resources to support pharmacy professionals through every stage of their careers.



ASHP'S MISSION is to help people achieve optimal health outcomes.



ASHP'S VISION is that medication use will be optimal, safe, and effective for all people all of the time.

ASHP was established in 1942 as the American Society of Hospital Pharmacists. In 1995, its name was changed to the American Society of Health-System Pharmacists to reflect changes in the hospital industry, including consolidation of facilities and diversification beyond inpatient care into ambulatory and home care. Today, ASHP's core membership still comprises pharmacists who practice in hospital/health-system settings. ASHP has a professional staff of over 200 and an annual operating budget of slightly over 60 million dollars.

ASHP AFFILIATED ORGANIZATIONS



The ASHP Foundation: established in 1968 to conduct education and research activities that foster the coordination of interdisciplinary medication management for optimal patient outcomes. The foundation is a 501(c)(3) organization with 11 professional staff members and an FY2026 core unrestricted revenue budget of \$3.6 million.



The Pharmacy Technician Society (TPTS): established in 2023 as a stand-alone 501(c)(6) membership organization that supports the career advancement and professionalization of the pharmacy technician workforce through education, networking, policy development, and advocacy. TPTS currently has 15,000 members.

The EVP/CEO serves as a voting member of the [ASHP](#), [ASHP Foundation](#), and [TPTS](#) Boards of Directors.

STRUCTURE, GOVERNANCE, AND STAFF

ASHP is governed by a 12-member Board of Directors. Under the direction of the EVP/CEO, the professional staff administers the programs, services, and activities of the organization and supports the work of dozens of committees, advisory boards, and commissions. A network of 52 state affiliates advances ASHP's mission at the state level. The House of Delegates is ASHP's chief professional policymaking body and is comprised of 163 voting state delegates, members of the Board of Directors, past presidents, chairs of the ASHP sections and forums, the president of TPTS, and delegates representing the federal services.

MEMBERSHIP

- Current ASHP membership is approximately 60,000 practitioners, students, and technicians.
 - » Members select from nine special-interest sections (voting representation in the House of Delegates) that provide resources, engagement, and networking opportunities around specific areas of practice.
 - » Two forums (nonvoting representation) house ASHP's new practitioner members and student pharmacist members, providing resources and opportunities aligned with those respective career stages.
 - » Three leadership and administration groups, including the Pharmacy Executive Leadership Alliance, Pharmacists in C-Suites, and Pharmacy Administration and Leadership Residents' Collaborative.
- Membership has grown by 43% over the past 15 years.

PRODUCTS, PROGRAMS, AND SERVICES

ASHP offers a broad range of world-class products, programs, and services that include educational programming; an extensive library of publications and information; development of professional policy and standards for best practices; extensive practice resources; and consumer education and information. Key offerings include:

- 40 professional certificates
- Board certification and recertification resources for 11 specialties
- Multiple competency assessment and training products
- Comprehensive publications program, including *AJHP*, our peer-reviewed journal, and AHFS Drug Information products and data licensing
- Practice Advancement Initiative 2030
- ASHP Leadership Center
- ASHP Innovation Center
- Certified Pharmacy Executive Leader credential program
- Center of Excellence in Medication-Use Safety and Pharmacy Practice

ACCREDITATION SERVICES

ASHP is the only organization that accredits pharmacy residency programs and has done so since 1963, with more than 2,300 programs currently in existence. ASHP is the largest accredited provider of continuing education for pharmacists. ASHP accredits pharmacy technician training programs and is a founding member of the Pharmacy Technician Certification Board.

ASHP MEETINGS

ASHP conducts multiple in-person meetings each year, including the [Midyear Clinical Meeting & Exhibition](#), which is held annually in December and, with more than 20,000 attendees, is the largest gathering of pharmacists in the world. ASHP Pharmacy Futures and the ASHP Conference for Pharmacy Leaders are smaller meetings, held annually in June and October, respectively. The annual in-person meeting of the ASHP House of Delegates (ASHP's policymaking body) is held in conjunction with Pharmacy Futures.

ADVOCACY AND GOVERNMENT AFFAIRS

ASHP's advocacy agenda supports our mission to help people achieve optimal health outcomes. As part of this work, we are committed to advocacy that supports pharmacists as patient care providers and medication experts on the care team, sustains pharmacy services, and advances the role of pharmacy technicians as a vital part of the pharmacy workforce.

ASHP is working with our members, hospitals and health systems, state affiliates, schools of pharmacy, federal and state governments and agencies, and national healthcare organizations to advance our annual [advocacy priorities](#).

WE'RE YOUR PHARMACIST

In May of 2024, ASHP launched [We're Your Pharmacist](#), a national public awareness campaign to shine a spotlight on the critical patient care contributions of hospital and health-system pharmacists. We're Your Pharmacist features compelling member stories, videos, and podcasts that demonstrate the countless ways pharmacists contribute to patient care and public health in communities nationwide. In its initial year, the campaign exceeded targets for all key performance indicators, most notably generating 87 million multimedia impressions, 1.8 million social media engagements, and more than 120,000 visits to the campaign website. The campaign is an ongoing priority initiative for ASHP.

COMMUNICATIONS AND ENGAGEMENT

ASHP engages its members across multiple channels and media. The organization's myriad news, information, and resources are housed across a number of websites, including [ashp.org](#), the [ASHP News Center](#), and [SafeMedication.com](#) and disseminated through regular webinars and via the ASHP Official podcast. In addition, ASHP heavily leverages all major social media platforms to engage members and our broader constituency. ASHP Navigator offers members a personalized, curated membership experience, and ASHP Connect hosts active discussions among members across 22 communities. Further, ASHP engages in robust media relations efforts to support thought leadership on many issues of importance to members and was recently recognized for its work around drug shortages. The [ASHP Foundation](#) and [TPTS](#) each have a dedicated presence across multiple digital channels as well.

KEY EXTERNAL INTERACTIONS

In addition to working closely with the Board of Directors, the leadership of the state affiliates, and the ASHP Foundation, the EVP/CEO represents ASHP's interests through interaction with a wide range of related healthcare organizations. These include:

- Federal regulators and agencies (e.g., the Centers for Medicare & Medicaid Services, the Drug Enforcement Administration, and the Food and Drug Administration)
- National quality organizations (including The Joint Commission, National Quality Forum, and the Agency for Healthcare Research and Quality)
- Schools and colleges of pharmacy and faculty
- Pharmacy-related healthcare organizations (including the Accreditation Council for Pharmacy Education, the American Pharmacists Association, the American Association of Colleges of Pharmacy, the Pharmacy Technician Certification Board, the National Association of Boards of Pharmacy, and other members of the Joint Commission of Pharmacy Practitioners)
- Other healthcare-related organizations (including the United States Pharmacopeial Convention, the Institute for Safe Medication Practices, the Institute for Healthcare Improvement, the American Medical Association, the American Nurses Association, and the American Hospital Association)

ORGANIZATIONAL CULTURE

ASHP's key stakeholders consistently describe the organization as one whose greatest strength is the passion, dedication, and commitment of its leadership, members, and staff to the profession. A highly respected and influential organization, ASHP is shaped by very talented, high-achieving people whose working relationships are collegial, mutually supportive, and collaborative. The staff is universally described as energetic, engaged, and responsive, with a high level of commitment to furthering ASHP's mission. The leadership of the organization is noted for being accessible and strategic and for having the highest standards of integrity and dedication to meeting the needs of the membership. The work environment at ASHP recognizes and values teamwork and the highest professional standards.

ASHP has been named for numerous awards and recognition for its culture and staff. In 2016, 2017, 2022, and 2025, ASHP was named a Top Workplace by *The Washington Post*. In 2025, *USA TODAY* named ASHP a national Top Workplace, and in 2022, Top Workplaces USA named ASHP a Top Workplace. In 2017, *Modern Healthcare* named ASHP a Best Place to Work.

CHALLENGES AND OPPORTUNITIES

ASHP and its members are navigating an increasingly complex and rapidly evolving healthcare environment. Rising healthcare costs, ongoing workforce shortages, new technologies such as artificial intelligence (AI), and persistent financial pressures on health systems are reshaping the profession. At the same time, demands for high-quality, patient-centered care are intensifying, while the broader economic and political landscape remains uncertain. These dynamics present ASHP with important opportunities to lead, adapt, and advance the role of health-system pharmacy.

The evolution of the pharmacy workforce is an area of focus for ASHP. Declining pharmacy school enrollment, the growing need for residency training, and the expanding role of pharmacy technicians highlight the importance of strengthening career pathways, ensuring high-quality training, and expanding professional development opportunities. These efforts not only support ASHP's membership growth but also reinforce the pipeline of future pharmacy leaders.

The state affiliates are a key strength for ASHP, which provides support by responding to local policy, advocacy, and practice issues. Meeting these needs will require innovative resource allocation and close coordination to ensure that state affiliates remain integral partners in advancing ASHP's mission.

The growing demand for data-driven strategies and sustainable revenue streams presents an opportunity for ASHP to expand its use of technology, diversify its services, and enhance value for members. Similarly, the expansion of personalized medicine and innovative therapies creates a growing need for new education, training, and practice resources.

On the global stage, ASHP has an opportunity to strengthen its international profile and expand its influence as a leader in health-system pharmacy. Careful evaluation of resource investment will be required to balance international engagement with meeting critical domestic needs.

At the same time, the proliferation of specialty and interdisciplinary pharmacy organizations is fragmenting the profession. While this trend poses a challenge, it also presents a pathway for ASHP to lead through collaboration — building stronger coalitions with healthcare partners, policymakers, and regulatory bodies to ensure the profession's unified voice and influence.

ASHP is also taking an activist role in:

1. Expanding public recognition of pharmacists as essential members of the healthcare team through advocacy and public relations
2. Taking leadership on AI and technology integration, including its safe use, limits, and opportunities
3. Addressing key policy issues: 340B, reimbursement, residency funding, Medicare/Medicaid changes, and executive orders affecting healthcare
4. Influencing national quality and safety measures that directly impact medication use, patient outcomes, and performance standards

EXECUTIVE VICE PRESIDENT AND CEO

POSITION DESCRIPTION

The executive vice president and CEO serves as ASHP's chief staff officer, secretary of the Board of Directors, and principal spokesperson, reporting to the 12-member Board of Directors. The EVP/CEO provides overall leadership and management of ASHP's operations, programs, and activities. The EVP/CEO provides visionary leadership and strategic direction for ASHP, broadening the organization's visibility and reputation as the premier national pharmacy association. With responsibility for financial stewardship, the EVP/CEO safeguards the organization's long-term sustainability while fostering deep engagement with members, partners, and stakeholders to solidify ASHP's influence as the national voice for health-system pharmacy. Central to the role is cultivating and empowering a high-performing team that embraces innovation, drives transformational change, and delivers on ASHP's mission. The EVP/CEO oversees staff recruitment, development, compensation, and benefits in alignment with the general salary and benefit policies established by the Board of Directors. In addition, the EVP/CEO ensures compliance with all regulatory standards, proactively manages risk, and represents ASHP in national forums as a tireless advocate for members, patients, and the profession. The EVP/CEO will:

- Serve as the public voice and spokesperson for ASHP, promoting its mission and activities to key stakeholders and enhancing the organization's visibility
- Foster strong partnerships with pharmacy and non-pharmacy organizations across both public and private sectors
- Recruit, manage, and develop professional staff to deliver programs and initiatives while ensuring clear communication and alignment with ASHP's mission, goals, and objectives
- Safeguard the organization's financial health by managing assets, maintaining fiscal responsibility, and aligning the operating budget with the board's strategic priorities
- Collaborate with the Board of Directors to shape and advance the long-term strategic direction of ASHP
- Execute policy and programmatic direction as determined by the board
- Maintain accurate records of the Board of Directors, House of Delegates, and other ASHP meetings
- Serve as a nonvoting member of all ASHP councils, commissions, committees, and component groups established by the Board of Directors and House of Delegates

The ideal candidate will bring extensive experience and a proven record of achievement in the following key areas:

- Establishing a clear organizational vision and implementing strategies that promote innovation, practice advancement, and professional development in pharmacy
- Leading advocacy efforts to influence healthcare initiatives and policies across both public and private sectors
- Developing and executing strategic plans, while effectively prioritizing short- and long-term organizational goals and resources
- Guiding and managing a complex organization with diverse constituencies through periods of significant change and growth
- Elevating an organization's visibility, reputation, and influence through strong public relations and thought leadership
- Leveraging global opportunities to strengthen organizational leadership, expand revenue through products and services, and integrate international dynamics into strategy
- Demonstrating business acumen and fiscal expertise to ensure financial health, including developing and diversifying sustainable revenue streams
- Building strong constituent relationships and fostering engagement at all levels, including grassroots networks
- Advancing the profession through the ongoing development of innovative programs, education, and training resources

QUALIFICATIONS

- Candidates must be active licensed pharmacists with a minimum of 10 years of executive/managerial experience in and/or demonstrated knowledge and understanding of hospitals or healthcare systems. A master's or other advanced degree is strongly preferred. Previous experience as a CEO is desirable but not required
- In addition, the following experience is considered an asset: recognized leadership in pharmacy practice; track record of strong development of and relationship with a Board of Directors; and management of a complex and diverse governance structure
- Proven ability to work successfully with a national, active, Board of Directors and complex governance structures
- Established leader in pharmacy practice with proven ability to serve as an effective spokesperson for the organization

PERSONAL CHARACTERISTICS AND BEHAVIORS

The EVP/CEO will exemplify the following qualities:

- Unquestioned integrity, honesty, and ethical standards
- A deep passion for health-system pharmacy and a strong commitment to ASHP's mission
- An inspirational, optimistic presence with the ability to motivate others through vision and example
- Political acumen and the ability to positively influence and build consensus

- A collaborative, inclusive, and approachable leadership style; a strong listener who values diverse perspectives yet acts with confidence and decisiveness
- A results-driven leader who is responsive, effective, and accountable in day-to-day operations and in implementing board direction
- Commitment to measurable outcomes and continuous advancement of organizational programs
- Openness to collaboration and learning from individuals with diverse expertise and perspectives
- Strong attention to detail and follow-through to ensure responsiveness to the board, staff, and membership
- Highly organized, energetic, and adept at managing time and complex responsibilities
- A credible, respected presence among staff, volunteer leaders, and key stakeholders
- Willing to travel domestically and internationally

BENCHMARKS FOR SUCCESS

The EVP/CEO's effectiveness will be evaluated by progress in the following key areas:

- **Financial Strength** — Ensuring the organization's fiscal health, stability, and sustainability through sound financial management and resource development
- **Strategic Alignment** — Advancing ASHP's leadership agenda, strategic plan, and Practice Advancement Initiative while aligning programs and services with available resources and identifying new opportunities
- **Membership & Continuity** — Sustaining strong membership growth and engagement while ensuring continuity of programs and services
- **Organizational Integration** — Successfully embedding into ASHP's culture, fostering a collaborative and supportive relationship with the board, staff, and members, particularly state affiliates
- **Visibility & Advocacy** — Effectively articulating ASHP's mission and vision to stakeholders, elevating the profile of health-system pharmacists, and strengthening ASHP's national and international reputation
- **Partnerships & Influence** — Building consensus, strengthening relationships, and forging impactful partnerships with healthcare leaders, related organizations, and key policy influencers

The executive vice president and CEO is an onsite position in Bethesda, Maryland.

To learn more about ASHP, go to www.ashp.org.

ASHP is committed to providing equal employment opportunities to all employees and applicants. ASHP does not discriminate based on race, color, religion, national origin, gender, pregnancy, sexual orientation, gender identity or expression, age, marital status, disability, or any other characteristic protected by law. Employment decisions are made based on qualifications, merit, and business needs.

ASHP EXECUTIVE VICE PRESIDENT AND CEO SEARCH PROCESS

- **Application Deadline:** October 31, 2025
- **Interviews:** Timeline discussed during the interview process

CANDIDATE REFERRALS MAY BE DIRECTED TO:

Pamela Kaul, President

Association Strategies, Inc.

Pamela@assnstrategies.com

Applicants should submit a cover letter and resume to www.assnstrategies.com. References will be requested for all candidates who advance in the process. Please do not submit letters of recommendation or references in advance. The CEO Search Committee will not review any unsolicited materials.

The search for the Executive Vice President and Chief Executive Officer for the American Society of Health-System Pharmacists is being conducted by Association Strategies who is partnering with ASHP's Search Committee, comprised of ASHP members.

