



*Position Specification*

**Vice President of Development**

**Horizons Foundation**

**October 2019**

**RANDALL SEARCH ASSOCIATES**  
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## POSITION SPECIFICATION

### Horizons Foundation

**Position:** Vice President of Development

**Reports to:** President

**Location:** San Francisco, CA

#### THE ORGANIZATION

Horizons Foundation has been dedicated to serving the LGBTQ community for almost 40 years. Established in 1980 as a San Francisco-based community foundation, Horizons provides critical support to hundreds of LGBTQ organizations throughout the region reflecting its enduring mission to:

- Increase resources for the LGBTQ movement and organizations serving the community;
- Invest in community organizations that secure the rights, meet the needs, and celebrate the lives of LGBTQ people;
- Support individual donors and foster giving as an integral part of a healthy, compassionate community; and
- Create and steward a permanent community endowment for donors who wish to support the LGBTQ community as part of their legacies

Last year, Horizons distributed grants totaling \$4M to hundreds of nonprofits throughout the country, with more than half supporting organizations in the foundation's San Francisco Bay Area home. Grants are awarded principally to LGBTQ nonprofits and to LGBTQ-focused programs at non-LGBTQ-specific organizations. Horizons is also a national leader in LGBTQ philanthropy and was recently recognized as one of the LGBTQ movement's "Top 10" funders by the national advocacy group, Funders for LGBTQ Issues. In addition, through its donor-advised fund (DAF) program, Horizons makes grants to non-LGBTQ nonprofits in the Bay Area and throughout the country.

In 2016, aware of the continuing challenges faced by the LGBTQ community as it seeks a world in which all LGBTQ people live fully and freely, the foundation undertook the most ambitious fundraising campaign in its history. To date, Horizons' **Now and Forever** campaign has raised over \$105M, including \$3.7M in outright gifts from a broad base of donors that has enabled the foundation to increase its programs, capacity and breadth of services to the community. The campaign also achieved another milestone, raising over \$100M in future legacy gifts as part of efforts to build its permanent endowment and ensure long-term support of organizations in the region.

#### THE POSITION

Horizons seeks an experienced, strategic and entrepreneurial Vice President of Development. As a member of the senior management team, the VP will play an important leadership role within the organization and work closely with the president, board, volunteers and Horizons staff to design and implement fundraising strategies that increase revenues from private sources. The position offers an unusual opportunity for the right candidate to make a profound and lasting impact on the region's LGBTQ community. Reporting to the president, the VP will manage a team of four and be responsible for creating and implementing annual and long-term development strategies for the organization. The VP will be responsible for deepening and growing Horizon's planned giving programs, which lie at the core

of the foundation's long-term vision and strategic plan for the LGBTQ community. They will oversee the foundation's DAF program as well as philanthropic educational activities for both donors and professional advisors.

The VP role is a wonderful opportunity for an exceptional fundraiser who thrives in an entrepreneurial environment and who can continue to build a comprehensive 21<sup>st</sup> century development program for an organization with recent exponential growth and a powerful long-term vision for the LGBTQ community. The VP will be responsible for managing and strengthening the key functional components of the foundation's fundraising program, including annual, major and planned giving, institutional giving, events and development operations, including donor recognition and stewardship. They will oversee efforts to build a true culture of philanthropy within and for Horizons. The Vice President for Development will be one of the foundation's internal leaders and important external voices, leading a team that includes: Director of Individual Giving, Director of Philanthropic Services, Corporate Relations and Events Manager and the Development Operations Manager.

## **RESPONSIBILITIES**

### **Annual Fundraising**

- Develop and implement comprehensive and diverse strategies to grow and sustain Horizons' revenue base and meet its private fundraising goals
- Manage the foundation's annual fundraising campaign, securing support from individuals, corporations, foundations, events, and other sources
- Work in close partnership with the president, board and volunteer committees to build the organization's philanthropic capabilities. In collaboration with the Director of Individual Giving, staff existing and recruit new members of the development committee, providing fundraising counsel and direction
- Strengthen Horizons' major gifts program by establishing best practices and systems in order to build a robust prospect pipeline and increase the number of engaged donors capable of giving annual gifts of \$10K+
- Strengthen and build relationships with institutional funders, particularly diversifying and increasing support from corporations and increasing outreach to foundations
- Manage and market Horizons' planned giving program in order to increase the pipeline of deferred gifts/bequest intentions
- As appropriate, manage the production of fundraising collateral, including proposals, annual appeal letters, correspondence, reports, and other pieces
- Conduct a strategic review of Horizons' program of annual events. Plan and manage internal and external fundraising and cultivation events
- Oversee Horizons' annual appeal program. Design a donor acquisition program to increase operating support and the number of new donors to the organization
- Build Horizons' fundraising infrastructure to increase support, steward donors and ensure adequate operational support for fundraisers, volunteers, and foundation leadership

### **Legacy Giving and Donor-advised Fund Programs**

- Develop and implement strategies to increase the pipeline of deferred/planned gifts to ensure long-term support and build the LGBTQ Community Endowment Fund. Oversee efforts to promote planned giving opportunities in the LGBTQ and allied communities
- Support legacy prospects and donors by providing philanthropic advice to them and their professional advisors. Work with estate-planning attorneys and other advisors as needed
- In collaboration with the Director of Philanthropic Services, work with and support the board's planned giving committee
- Manage, strategically market and significantly grow Horizons' Donor-advised Fund program

### **Philanthropic Education/Donor Engagement**

- Plan and oversee a limited number of high-quality educational activities for donors and professional advisors
- Ensure the effectiveness of Horizons' website for use by the philanthropic community and develop ways to facilitate and increase online giving
- Oversee an exceptional and highly effective donor relations and stewardship program; create new opportunities for donor and volunteer engagement
- Serve as an ambassador of Horizons, involving colleagues as appropriate in outreach, cultivation, and solicitation activities

### **Management**

- Recruit and provide leadership to the development team; motivate, inspire, manage, and develop staff, enabling them to exceed goals; advise and direct process improvement of fundraising activities
- Work closely with the management team on foundation-wide issues and help ensure effective inter-departmental communication and the smooth running of the foundation

### **Strategy Formulation and Development**

- Serve as an active and contributing member of the senior management team. Actively participate in foundation strategic planning exercises
- Create and implement a strategic development plan that includes metrics and deliverables to increase donor engagement and support. Work with the president and board to set fundraising goals that are ambitious, yet realistic and achievable
- Manage the development budget. Ensure best practice use of analytics, data, and metrics to track progress and success of fundraising strategies and tactics
- Ensure that Horizons cultivates and maintains a culture of philanthropy that encourages participation in the engagement, solicitation, and stewardship of individual and institutional donors and organizational partners

## **CANDIDATE QUALIFICATIONS/EXPERIENCE**

### **Experience**

- Seven to ten years of leadership-level fundraising experience with proven success in both individual and institutional giving
- Experience building and/or strengthening a development program and successfully raising major and planned gifts
- Experience managing a development program, including leading and mentoring a staff
- Experience implementing a multi-level donor identification, engagement, solicitation, and stewardship plan as well as developing strategies and tactics to sustain and increase giving and attract new individual and institutional donors
- Proven experience serving in the role of resource/coach/mentor to board members and colleagues and leveraging board/volunteer relationships to maximize development opportunities and strengthen capabilities in fundraising, consultation, and advocacy
- Experience and a tangible record of meeting annual fundraising goals

### **Education**

- Bachelor's degree is required.

## COMPETENCIES/ATTRIBUTES

The successful candidate will have or be:

- Ability to work collaboratively with the president, management team, staff, and key members of the board and volunteer committees
- Demonstrated ability to think strategically and develop actionable work plans
- Effective communicator with persuasive written and verbal communication skills
- Open, supportive, and encouraging leadership style with the ability to create and maintain a collegial, positive and productive work environment and to motivate and mentor staff
- Strong financial skills, including the ability to develop and review budgets and to develop management reports that present a clear financial picture of fundraising activities
- Experience interacting with individuals from diverse backgrounds
- A track record of motivating, engaging, and influencing internal and external constituencies
- Commitment to the mission of Horizons Foundation, its strategic vision, and the desire to support the LGBTQ community
- Understanding of current trends in philanthropy and the ability to recommend new or different approaches to increase donors, contributions and identify new opportunities
- A high level of initiative, attention to detail and strong organization skills
- Unquestionable integrity and commitment to professional ethics, and the ability to responsibly handle sensitive and confidential information with discretion
- Significant level of computer proficiency, including MS Office and relational databases. Salesforce experience a plus.
- Knowledge of Bay Area and LGBTQ philanthropic communities a plus
- Ability to occasionally work evenings and weekends and to travel two to three times per year

## COMPENSATION AND BENEFITS

This is a full-time, exempt position. A competitive salary and generous employee benefits package will be offered. To be considered for this position or for additional information on the opportunity, please contact or send resume to:

David N. Randall

*Principal*

**Randall Search Associates**

415 767 3814

[david@randallsearchassociates.com](mailto:david@randallsearchassociates.com)

*Horizons Foundation is committed to diversity and invites all qualified people to apply, particularly people who identify as transgender, people of color and/or people with disabilities.*