



# HORIZONS

our LGBTQ foundation

**Chief Executive Officer**  
San Francisco, California



*Horizons Grantee Event, 2025*

## **EXECUTIVE SUMMARY**

[Horizons Foundation](#) (Horizons) envisions a world in which all LGBTQ people live freely and fully. As the world's first community foundation of, by, and for LGBTQ people, Horizons has served for more than 45 years as a wellspring of support to San Francisco Bay Area LGBTQ nonprofit organizations, a trusted philanthropic anchor for social justice causes, and a national leader in community investment. Horizons partners with donors, movement organizations, and community leaders to strengthen LGBTQ nonprofits, expand a culture of LGBTQ giving, and build a permanent endowment to secure the future of the LGBTQ community. The organization awards over \$12 million in grants to community partners annually and stewards over \$70 million in assets that includes a growing permanent endowment, positioning the organization to sustain LGBTQ communities for generations to come.

With the pending retirement of its long tenured leader Roger Doughty, whose vision and leadership over more than two decades have helped establish Horizons as a steady, stabilizing force in the Bay Area LGBTQ community, Horizons is seeking a bold, values driven individual to lead the organization as its next Chief Executive Officer (CEO). This transition is both consequential and full of possibility. The next CEO will step into a landscape shaped by escalating political attacks on LGBTQ communities, evolving philanthropic norms, and a transfer of leadership and assets in the LGBTQ movement. The new CEO will serve as a leading voice, a skilled ambassador, and a strategic partner to donors, community organizations, and civic leaders, expanding Horizons' reach, modernizing fundraising strategies, and strengthening the foundation's role as a catalytic force in the movement to protect and advance LGBTQ rights.

The next CEO will bring clarity, courage, and vision to steward Horizons into the next stage of its journey, ensuring that it remains a visible, influential, and community-rooted champion for LGBTQ people in the San Francisco Bay Area and nationally.

### ABOUT HORIZONS FOUNDATION

Founded in 1980 as the world's first community foundation created by and for LGBTQ people, Horizons Foundation provided the original seed money for nonprofits that became the San Francisco AIDS Foundation, the Gay Games, and the National Center for Lesbian Rights, which argued and won marriage equality in the Supreme Court. In the decades since, Horizons has grown into one of the most trusted and influential LGBTQ philanthropic institutions in the United States. Guided by its core values –



**Justice, Equity, Pride, Generosity, Legacy, Courage, and Excellence** – Horizons directs resources to the people and organizations working to advance safety, belonging, and opportunity for all LGBTQ communities.

Horizons is widely recognized as a national leader in LGBTQ philanthropy, and consistently ranks among the “Top 10” LGBTQ funders in the U.S. Horizons has over \$70 million in assets and distributes over \$12 million annually via multiple [funding programs](#) to hundreds of organizations locally and nationally, from grassroots, frontline groups with just a few staff to larger, more complex institutions serving thousands. All are united in a shared conviction that LGBTQ people deserve dignity, respect, and access to the same opportunities to live and thrive to which all people are entitled. Horizons maintains an unwavering commitment to supporting communities most marginalized within the LGBTQ ecosystem, including LGBTQ people of color, transgender communities, immigrants and refugees, youth and elders, and those with the least access to affirming services.

Through its robust donor-advised fund (DAF) program, Horizons serves as a philanthropic home for over 150 donors investing in LGBTQ issues, broader social justice causes, and community priorities nationwide. In addition to grantmaking, the foundation convenes leaders, builds donor and



community networks, and hosts one of the LGBTQ community's most celebrated annual galas.

Horizons is widely regarded as a national model and leading champion of LGBTQ donor and community-centered legacy (planned) giving. For decades, Horizons has advanced the belief that LGBTQ people can shape the future of their own movement through gifts that ensure long-term stability, safety, joy, and cultural expression for generations to come.

Horizons' leadership in legacy giving is matched by the scale of its planned-giving pipeline. Through its ongoing [Now and Forever campaign](#), the foundation has already identified more than \$100 million in future legacy commitments toward a \$250 million goal, and its Legacy Circle now includes over 300 documented planned-gift donors — one of the largest such communities among LGBTQ-serving institutions.

Today, Horizons is a convener, a community partner, and a trusted steward of a vision for a better future, guided by values that reflect and uplift the communities it serves. More information about Horizons Foundation can be found at <https://www.horizonsfoundation.org>.

## THE CURRENT MOMENT



Horizons is experiencing a once-in-a-generation moment of transition and opportunity. The departure of a long-tenured, accomplished, and deeply respected leader, combined with unprecedented financial strength and a rapidly evolving LGBTQ landscape, positions Horizons for a new chapter of strategic and community leadership and impact.

The current federal and state political and cultural climate has brought heightened visibility, vulnerability, and urgency to LGBTQ communities. Attacks on transgender rights, rising anti-LGBTQ rhetoric, and increasing political polarization create an environment that demands bold, steady, and values-grounded advocacy. At the same time, philanthropic norms are shifting. Younger donors bring new expectations, community needs are more complex, and Bay Area and Silicon Valley wealth dynamics continue to evolve.

Internally, Horizons is experiencing growth in programming, assets, and influence, requiring both modernization and renewed strategic clarity. As Horizons navigates this moment, the next CEO will guide the organization to become an even more proactive, visible, and catalytic force, building on its role as a respected funder and leaning into the opportunity to serve as an essential movement driver.

This leadership transition creates a rare and exciting opportunity to deepen Horizons' impact, diversify and engage new generations of donors, strengthen resource development, evolve internal systems, and reaffirm Horizons' role as a powerful champion for LGBTQ communities in the Bay Area and far beyond.



## THE OPPORTUNITY

Horizons seeks a visionary, strategic, relational leader with strong executive presence, fundraising acumen, and a deep understanding of community philanthropy. The successful candidate will have demonstrated a strong commitment to the LGBTQ community and possess a combination of strategic sophistication and emotional intelligence, balancing external engagement with internal capacity building.

The next CEO will lead a groundbreaking institution at a pivotal moment, advancing equity, mobilizing resources, and strengthening the LGBTQ movement in one of the most dynamic regions in the world. **Opportunities for impact in this role include the following:**

**Lead at a defining moment for LGBTQ philanthropy and social justice.** The next CEO will have the opportunity to elevate Horizons' role as a values-driven leader in a rapidly shifting social, political, and philanthropic landscape. This moment requires a leader who can navigate complexity with clarity, assess emerging risks, and remain steady amid uncertainty while keeping Horizons' mission and values at the center.

They will provide the strategic vision to guide Horizons into the future, building on a strong legacy while expanding the organization's reach, relevance, and impact. Working closely with the Board, staff, donors, and community partners, the CEO will shape a unifying, actionable plan that strengthens long-term sustainability, deepens grantmaking impact, and broadens Horizons' influence across the San Francisco Bay Area and beyond. Through this leadership, the CEO will amplify Horizons' position as a model for philanthropic institutions committed to equity, social justice, and a thriving future for all LGBTQ communities.

**Be a powerful ambassador and advocate for Horizons and the communities it serves.** The next CEO will elevate the foundation's visibility, serving as a compelling, outward facing leader with strong presence, communication skills, deep community understanding, and the ability to navigate an attention economy to draw in new audiences to the foundation. They will cultivate and strengthen relationships with grantees, donors, community partners, civic leaders, and philanthropic institutions, while expanding Horizons' reach. As a vocal advocate in an increasingly complex political environment, the CEO will champion the needs of LGBTQ communities with authenticity, courage, and strategic clarity. They will serve as a trusted spokesperson who communicates Horizons' mission and impact with emotional intelligence, cultural competency, diplomacy, and vision, ensuring the organization is recognized as a bold, values driven leader in the region and beyond.

**Advance Strategic Fundraising and Donor Engagement.** The next CEO will expand Horizons' fundraising strength and long-term sustainability. Building on a 40-year legacy of community-centered philanthropy and a strong foundation in planned giving, they will enhance donor stewardship, strengthen and expand the major-gifts strategy, and engage emerging LGBTQ philanthropists and Bay Area wealth leaders. As DAFs remain a distinctive engine for community investment, the CEO will deepen relationships with DAF holders and ensure the systems supporting this program are robust, responsive, and aligned with donor needs.



They will steward long-standing donors while cultivating new philanthropic partners, creating clear pathways for a broad range of supporters to connect with Horizons' mission. In partnership with staff and community leaders, the CEO will uphold and strengthen Horizons' participatory community advisory processes, ensuring that community priorities guide philanthropic decision-making. They will also reinforce mechanisms that enable donor-advised fund holders to act as aligned stewards, channeling resources toward the priorities the foundation and community have identified as most urgent. Through strategic leadership, relationship-building, and a sophisticated understanding of today's philanthropic landscape, the CEO will diversify and grow the resources that fuel Horizons' impact.

**Advance Financial Stewardship and Strategic Clarity.** Ensuring Horizons' long-term financial strength will be a central leadership priority. Building on a solid financial foundation, the CEO will bring strategic insight to guide sound decision-making, deepen organizational understanding of financial risk and opportunity, and guide thoughtful choices about resource allocation that advance Horizons' mission. They will oversee financial health and asset management with a focus on sustaining and growing the permanent endowment, ensuring that Horizons remains well-positioned to serve LGBTQ communities for generations to come.

**Catalyze Community Leadership and Movement-Building.** The CEO will elevate Horizons' role as a visible, connected leader in LGBTQ movement-building, ensuring Horizons serves not only as a funder but as a driving force for advocacy, strategy, and community resilience. They will strengthen and expand Horizons' ability to respond quickly to emerging crises while also shaping a more intentional, long-term approach to supporting grantee partners. As LGBTQ organizations navigate increasingly complex political and organizational challenges, the CEO will have the opportunity to position Horizons as a central hub for knowledge, convening, and collaboration, connecting leaders, equipping frontline organizations, and amplifying community strategies locally and nationally.

**Foster a cohesive, committed, and high-impact team culture.** The team at Horizons is deeply committed to the community of people it serves. The CEO will lead a team of 13, manage 3 direct reports, and report to the Board of Directors.

The next CEO will be an effective leader of teams who cultivates talent, fosters trust, and inspires a positive, inclusive internal culture grounded in collaboration, transparency, equity, and empathy. They will mentor and develop leaders, actively listen to staff needs and aspirations, and cultivate an environment where individuals and teams thrive.

The CEO will strengthen internal systems and clarify decision-making structures to ensure the organization has the operational infrastructure to sustain growth. This includes refining organizational processes, delegating effectively, and building alignment across teams so that systems, structures, and practices keep pace with Horizons' evolving scale and ambitions. As Horizons enters its next chapter, the CEO will honor the foundation's legacy while positioning it for greater visibility, impact, and long-term sustainability.



**Cultivate a strong partnership with the Board of Directors to advance Horizons' mission.** The next CEO will develop and maintain a relationship with the Board defined by trust, respect, transparency, and clear communication. They will partner with the Board to strengthen governance practices, clarify strategic priorities, and support clear decision-making frameworks and consistent communication that promote alignment. They will work with the Board as it continues to grow as a strategic, empowered governing body that is fully engaged in fundraising, long-term planning, and effective oversight as Horizons increases in size, complexity, and public profile.

## **DESIRED QUALIFICATIONS**

Horizons' next CEO will be an experienced and collaborative leader with deep knowledge and a passion for serving, funding, and helping lead the LGBTQ community. They will possess leadership skills that align with the organization's values.

While no one candidate will embody all of the qualifications enumerated below, the ideal candidate will possess many of the following professional and personal abilities, attributes, and experiences:

### **Mission and Values Alignment**

- Deep, demonstrated commitment to the LGBTQ community and to Horizons' mission, vision, and core values of justice, equity, pride, generosity, legacy, courage, and excellence.
- Authentic understanding of LGBTQ movement dynamics and the communities most impacted by inequity.

### **Executive and Visionary Leadership**

- At least **10+ years of senior or executive leadership** in philanthropy, nonprofit management, or a related sector.
- Experience navigating complex organizational environments, leading change with steadiness, and making disciplined, equity-aligned decisions.

### **Ambassadorial Communication and Relationship Building**

- Demonstrated excellence in communication with a proven ability to inspire confidence as a persuasive public speaker and skilled writer addressing diverse audiences.
- Proven ability to build strong, trust-based relationships grounded in transparency, authenticity, and cultural humility.

### **Fundraising and Resource Development**

- Proven track record of cultivating, soliciting, and stewarding major donors and securing major gifts.
- Experience designing long-term fundraising strategies, engaging new generations of philanthropists, and strengthening a culture of giving.
- Understanding of planned giving, donor advised funds, or philanthropic vehicles that fuel sustainable community investment.



## Organizational and People Leadership

- Compassionate, effective leader of teams with experience building inclusive, high performing organizational cultures.
- Skilled at delegation, talent development, and creating conditions for staff to thrive individually and collectively.
- Experience partnering with a Board of Directors to strengthen governance, clarity, and strategic alignment.

## Financial & Operational Acumen

- Strong financial literacy, including experience managing budgets, assessing risk, and guiding organizational sustainability.
- Ability to align resources with strategic priorities and ensure operational systems support a growing institution.
- Comfort leveraging modern technology and digital platforms to strengthen organizational effectiveness, including donor databases and CRM systems (e.g., Salesforce), digital communications, and social media engagement.

## COMPENSATION AND BENEFITS

**Work Location:** This role is a hybrid position, requiring a minimum of three days of on-site work in San Francisco, California per week (Tuesday, Wednesday, Thursday). It entails some local and regional travel to conferences, speaking engagements, and other relevant activities to advance the mission, with occasional national travel.

**Compensation and Benefits:** The salary range for this full-time, exempt position is \$285,000 - \$325,000 annually, depending on qualifications and experience. In addition to federal and other paid holidays, Horizons' current practice is to offer staff an additional day off on the last Friday of the month. Horizons offers a generous benefits package that includes full health, vision, and dental coverage; vacation and sick leave; up to an 8% employer contribution to a 403(b) retirement plan; and the pride of working at a critical community institution.

## TO APPLY

This search is being led by [Ellen LaPointe](#) and [Phuong Quach](#) of the national talent search firm [NPAG](#). We invite applications with a resume and cover letter outlining your interest and qualifications via the portal on NPAG's [website](#). Should you have questions, candidate nominations, or if you need assistance or accommodations in the application process, please contact Phuong Quach at [phuong@npag.com](mailto:phuong@npag.com).

***Horizons Foundation is an equal opportunity employer that supports and upholds diversity in our staffing and values. We actively seek and welcome applications from people who identify as people of color; women; transgender, gender-nonconforming, and non-binary people; LGBTQ people; and people living with disabilities. We comply with all applicable federal, state, and local laws governing nondiscrimination in employment and encourage and seek qualified candidates of all backgrounds.***

