



Position Specification

**SAGE**

Chief Executive Officer

2025

## POSITION SPECIFICATION

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<b>Position</b>	Chief Executive Officer
<b>Organization</b>	SAGE
<b>Location</b>	New York, NY
<b>Reporting Relationship</b>	Board of Directors
<b>Website</b>	<a href="https://www.sageusa.org/">SAGE – Advocacy &amp; Services for LGBTQ+ Elders</a> <a href="https://www.sageusa.org/">https://www.sageusa.org/</a>

## THE OPPORTUNITY

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SAGE is the world’s preeminent organization dedicated to making aging better for lesbian, gay, bisexual, transgender, queer and questioning and other self-identifying members of the community (LGBTQ+) people. SAGE provides a critical safety net by offering advocacy, resources, and direct services to ensure that LGBTQ+ elders can age with dignity, respect, and pride.

SAGE is poised to welcome a new CEO. This new leader will be deeply passionate about SAGE’s work and will be an inspiring people manager, culture builder, impactful fundraiser, partnership builder, and advocate. This is a truly exciting opportunity for a vibrant changemaker to build on SAGE’s legacy, engage new generations, and fulfill a vital mission.

## THE ORGANIZATION AND IMPACT

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SAGE is a national organization dedicated to improving the lives of LGBTQ+ older adults. SAGE has been at the forefront of advocacy, support, and community-building for a population that has often been overlooked in conversations about aging. Their mission is clear: to ensure that LGBTQ+ elders have the resources, dignity, and respect they deserve as they age. This commitment goes beyond just providing services—it’s about fostering a culture of inclusivity where elders can age with pride, free from discrimination and isolation.

SAGE’s programming, through SAGEServes, is both comprehensive and deeply intentional, through direct services in New York City, New York State, and southern Florida. SAGE Centers in NYC provide safe and affirming spaces where LGBTQ+ older adults can connect, access critical services, and build community. SAGECare trains aging service providers to create more inclusive environments and SAGE’s long-standing policy work fights for protection in areas like elder housing and healthcare.

Additionally, SAGEventure is the social-enterprise division of SAGE, creating new and innovative programs, products and offerings with forward-looking, sustainable funding models. And, finally, SAGEcollab provides a framework – and support – for local non-profit groups and organizations that engage in advocacy or provide services and programs to LGBTQ+ elders to

gather and to share ideas and successes.

### History

SAGE was founded in 1978 by a small but determined group of activists in New York City who recognized a glaring gap in services and support for LGBTQ+ older adults.

Over the decades, SAGE has grown from a grassroots initiative into the nation's leading organization dedicated to LGBTQ+ aging, driving systemic change at both the community and policy levels. In 2012, SAGE made history by opening the country's first full-time LGBTQ+ senior center in New York City, a model that has since inspired similar centers nationwide. Through relentless advocacy, SAGE has fought for critical protections, including securing LGBTQ+ inclusion in federal aging policies and working to end discrimination in elder housing. Today, SAGE continues to expand its reach, ensuring that LGBTQ+ older adults are not just supported but actively shaping the policies and programs that impact their lives. Their legacy is one of resilience, advocacy, and an unwavering commitment to creating a future where all LGBTQ+ elders can age successfully.

### Mission

SAGE leads in addressing issues related to LGBTQ+ aging. In partnership with its constituents and allies, SAGE works to achieve a high quality of life for LGBTQ+ older people, supports and advocates for their rights, fosters a greater understanding of aging in all communities, and promotes positive images of LGBTQ+ life in later years.

### Values

SAGE's values are deeply rooted in advocacy, inclusion, and respect for LGBTQ+ older adults. These core values include:

- **LGBTQ+ older voices come first** - SAGE is grounded in the spirit of "nothing about us without us." We listen respectfully to the full breadth of voices of LGBTQ+ older people.
- **Diversity and equity** - SAGE operates at the intersection of LGBTQ+ and aging experiences. Our work ensures that all LGBTQ+ older people have just and fair access to the opportunities they deserve and are free from ageism.
- **Collaborative teamwork and partnership** - SAGE is a learning organization rooted in community. We value collaborative teamwork internally and partnership externally. We place a premium on robust communication, and on listening to and learning from each other.
- **Respect and compassion** - SAGE values and fosters dignity, caring, and service for LGBTQ+ elders.
- **Innovation** - SAGE is committed to transformative change for LGBTQ+ older people. As such, we value courageous creativity, openness, thoughtful risk-taking and flexibility.
- **Top performance in a diverse marketplace** - SAGE seeks to positively impact all LGBTQ+ older people. Our work is data-driven, disciplined, and responsive to change. We work hard, continually improve, and are accountable for excellent outcomes.

## WHAT YOU WILL DO

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The new CEO will be joining SAGE following the retirement of long-tenured leader Michael Adams, who has dedicated the past two decades to growing the organization from a budget of a couple of million to over \$22M annually. His leadership has positioned SAGE as the "go to"

advocacy and services organization for the aging LGBTQ+ community. The new CEO has an important opportunity to not only continue this legacy, but to create a new one that is rooted in sustainable growth and commitment to its constituents.

Reporting to the Board of Directors, the CEO will have overall accountability for the philanthropic, strategic, operational, programmatic, and financial affairs of SAGE. As a transformational leader, the new CEO will provide inspirational and collaborative leadership, strategic planning, and stakeholder management to drive and deepen SAGE's impact on a national level.

### **Specific responsibilities include:**

#### **Vision & Mission Stewardship**

- Ability to conceptualize, communicate and implement bold strategic goals and direction with urgency to ensure SAGE's success, continued growth and evolution, and advancement toward the mission
- Refine and track progress against the strategic goals and vision for the organization

#### **Finance and Revenue Generation**

- Serve as a persuasive fundraiser for SAGE and partner across teams to secure a diverse portfolio of contributions annually
- Manage organizational resources with strong financial accountability
- Keep the Board informed of financial performance and anticipation of future needs
- Ensure processes are in place to anticipate, assess, and respond to organizational performance and changing circumstances
- Actively identify and develop a viable plan for maintaining existing funding sources and acquiring new funding sources to create long-term financial independence and sustainability
- Attract new, multi-generational supporters, allies, strategic partners, advocates, donors, and volunteers
- Ability to develop and execute strategic fundraising initiatives that cultivate major gifts, endowments, and planned giving opportunities, ensuring long-term financial sustainability and impact.

#### **Inclusive People Leadership and Culture Building**

- Incorporate the organization's vision for equity into its policy and operations and ensure that the vision is embodied in the organization's work
- Support an empowering culture that reflects SAGE's values of responsibility; equity and intersectionality; learning and openness; boldness; resilience; heart; respect; and community and teamwork
- Drive SAGE's commitment to diversity, equity, and inclusion
- Lead and inspire an executive team and workforce with a clear vision, strong administrative acumen, and effective delegation skills
- Serve as a transparent and open leader that engenders trust and can authentically engage and inspire people at all levels of SAGE

#### **Board Leadership and Engagement**

- Work in partnership with the Board, providing all key information, effectively engaging the Board members, and leveraging their expertise to make policy and financial decisions for SAGE
- Serve as a liaison and foster effective relationships within the Board and with key leadership, staff teams, and external audiences
- Engage in contemplative discourse with the Board around emerging trends and cultivate an open, thoughtful, and collaborative partnership to execute against SAGE's strategy and respond nimbly in an evolving external environment
- Recruit new members to the Board of Directors

### **Advocacy and Government Relations**

- Work in partnership with the executive team to advance the development and promotion of legislation and public policies that positively affect SAGE's members, as well as oppose legislation and public policies that would adversely affect rights
- Forge alliances, coalitions, and partnerships to advance LGBTQ+ rights

### **External Relations**

- Act as the chief spokesperson representing the organization and its mission to external constituencies, strategically leveraging its public voice and maintaining its strong reputation
- Positively represent and lead SAGE enhancing the organization's visibility and influence public opinion through mass media, debate, public speaking, writing, networking, fundraising and one-on-one discussions
- Convey SAGE's activities (and those of the LGBTQ+ aging community) effectively and persuasively to thought leaders and the broader public through a wide variety of communication tools with audiences including but not limited to elected officials, donors, corporate CEOs, clients, volunteers, other non-profit leaders, and media
- Cultivate organizational partnerships that align diverse communities to foster relationships, build dialogue, and empower intersectional solidarity across inclusive progressive movements

## **WHO YOU ARE**

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The CEO will be a trustworthy, self-aware, energetic, and agile leader who is passionate about the mission, can inspire that passion in others and can lead the organization and movement during a time of great evolution and change. The CEO will be a relentless, effective force for constructive dialogue and advocacy in pursuit of better services for the LGBTQ+ aging population. Given the national prominence of the role, the CEO will act as the public face of SAGE with superior communication and public speaking skills.

As a person that brings an intersectional approach to equity building, the CEO will be committed to both internal and external accountability around complex organizational goals and objectives. The CEO will need to be an innovator with the ability to evolve a complex organization within an already complex and volatile external environment.

The ideal candidate will be an experienced leader in the nonprofit, business, or public sector who has a track record of bold, courageous, and proactive leadership with exceptional strategic, advocacy, political, fundraising, organizational, and people skills within an organization of

similar scope and scale.

The CEO will ideally demonstrate the following attributes and qualifications:

- Culture builder and inclusive team leader
- Compassionate, kind, and gracious manager of people
- Proven experience attracting, retaining, and inspiring talented and diverse staff and building high-performance teams
- Ability to navigate difficult conversations with transparency and emotional intelligence, resolve conflicts constructively, and foster a culture of accountability
- Transparent, open, and clear communicator
- Leader that approaches mission-driven work through the lens of intersectionality and possesses competency in addressing intersectional oppression within the LGBTQ+ aging community
- Experience leading diversity, equity, and inclusion efforts at the organizational level to ensure that people of all races, ethnicities, national origins, ages, sexual orientation, gender identity, beliefs, religions and faiths, cultures, veteran status, socio-economic backgrounds, and levels of physical ability are welcomed
- Thoughtful and pragmatic strategist
- Intellectually curious critical thinker with the ability to make decisions with deliberation and creativity
- Spirit of innovation with an understanding and embracing social entrepreneurship to ensure long-term viability and growth
- Self-assured and sufficiently grounded as to not to be distracted by the public scrutiny that comes with the position
- Skilled relationship builder
- Demonstrated results or acumen in fundraising and/or business development; the interpersonal skills to be effective in earning trust and raising funds from existing and potential donors
- Strong business and financial acumen, including the development and analysis of metrics and measurements, which have translated into successful operating results
- Familiarity reporting to or serving on a nonprofit and/or a corporate board
- Sound judgment and unquestionable integrity and ethics
- Understanding limitations of section 501(c)(3) is highly desirable

## **DIVERSITY & EQUITY STATEMENT**

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SAGE is strengthened by the diversity of the communities it serves. As the nation's population of older people continues to grow and becomes more diverse, the conversation on LGBTQ+ aging becomes more relevant.

SAGE is committed to, and guided by, these principals of diversity and equity:

- To continually expand our relevance to SAGE's stakeholders
- To utilize the insights and contributions of all individuals throughout the organization; diversity creates a larger pool of shared understanding, allowing staff to make better decisions and increase its ability to recognize biases and eliminate their influence

SAGE applies these principles in providing services; in creating its board; and in hiring, training and advancing its staff and volunteers, through the following actions:

- Establish benchmarks for diversity and equity and monitor measurable outcomes

- Share these principles of diversity and equity with the public so that the organization remains accountable to them and in so doing demonstrates its commitment as a role model for the LGBTQ+ and aging communities and beyond

## **EDUCATION**

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We welcome all candidates with passion, professional experience, values, and skills outlined in this position specification to apply without regard for a specific educational credential or certification.

## **APPLICATIONS / NOMINATIONS**

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SAGE invites all nominations and applications for the position of CEO. Please send your resume to [jhaymee.tynan@kornferry.com](mailto:jhaymee.tynan@kornferry.com).

## **KORN FERRY CONTACTS**

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### **Mitul Modi**

Chief Strategy Officer, Global Healthcare Services  
Telephone: (415) 960-4466  
Email: [mitul.modi@kornferry.com](mailto:mitul.modi@kornferry.com)

### **Jhaymee Tynan**

Principal, Healthcare Services  
Telephone: (202) 948-3784  
Email: [jhaymee.tynan@kornferry.com](mailto:jhaymee.tynan@kornferry.com)

### **Aleks Sirovica**

Project Coordinator, Global Healthcare Services  
Telephone: (214) 755-5285  
Email: [aleks.sirovica@kornferry.com](mailto:aleks.sirovica@kornferry.com)