

UNIVERSITY of MAINE
FOUNDATION



President & CEO University of Maine Foundation

The University of Maine Foundation invites applications and nominations for the position of **President & Chief Executive Officer (CEO)**.



Orono Office



Southern Maine Office

President & CEO University of Maine Foundation

The University of Maine Foundation (UMF or Foundation) seeks a strategic, effective, collaborative, authentic, and mission-driven leader to serve as its next President & CEO. This is a compelling opportunity to lead a high-performing philanthropic enterprise that advances the flagship public research institution of the state of Maine—the University of Maine (UMaine).

The Foundation is an independent, nonprofit organization established to encourage, receive, and steward private support for UMaine. The Foundation plays a vital role in advancing UMaine's education, research, and engagement mission and impact through philanthropy, endowment management, and strategic partnership with university leadership.

The President/CEO will partner closely with the Foundation Board of Directors, UMaine President, senior university and University of Maine System leadership, the University of Maine Alumni

Association, and Foundation staff to strengthen philanthropic support, steward and grow the Foundation's assets, and elevate the culture of philanthropy across the UMaine community. The next President & CEO will build upon a strong base of alumni engagement and donor commitment to propel the Foundation into its next era of impact—expanding fundraising capacity, deepening major and principal gift relationships, and aligning philanthropy with the university's strategic priorities.

The University of Maine is the state's flagship with nearly 12,500 undergraduate and graduate students and more than 2,300 employees located on the flagship Orono campus, a regional campus in Machias, and throughout the state. UMaine is a land, sea and space grant university, and the only Carnegie R1 top-tier research institution in the state, dedicated to providing excellent teaching, research and service for Maine, the nation and the world.



Leadership Opportunities

Develop and Implement Goals and a Strategic Plan for the Foundation

The President & CEO will develop goals and objectives for the Foundation that align with the university's strategic priorities and objectives and will implement a multi-year strategic plan to achieve those goals. This plan will position the Foundation to strategically navigate the evolving landscape of philanthropic values, technology, practices, staffing models, and processes that will support the future of advancement.

Build a Broader Base of Philanthropic Support

The next President & CEO will continue to build and broaden a strong base of support for the Foundation with the continued expansion of robust and annual giving, major gifts, planned giving, corporate and foundation relations, and non-traditional alumni group programs. The President & CEO will foster relationships with alumni, community members, foundations and corporations, and others who may be motivated to invest in UMaine because of its mission, important programs, impact on the region and the state, or other reasons.

Plan and Execute UMaine's Next Campaign

The next President & CEO will plan for and execute the Foundation's next comprehensive campaign in collaboration with the President of the University of Maine. The campaign will fund programmatic initiatives, research, faculty support, scholarships and other University priorities. The President & CEO will develop the capacity of the Foundation to sustain a major campaign, work closely with and develop the volunteer leadership for the campaign, collaborate across the campus, and provide strategic and enthusiastic leadership for all phases of the campaign.





Facilitate Enhanced Support from Business and Industry

The University of Maine Foundation is well positioned to create relationships with a wide range of industries and corporations that benefit from the University's people and discoveries, with support likely to take many forms—research support, sponsorships, programmatic support, and, of course, philanthropy. The President & CEO will play a central role in the establishment and optimization of corporate contacts and relationships, working in concert with colleagues across the institution and assisting with cross-campus collaborations to cultivate strategic and effective relationships with key corporate stakeholders.



Maintain Existing Relationships and Momentum

As the Foundation celebrates its remarkable growth and success in recent years, built upon a long history of strong relationships across the state, the next President & CEO will be charged with sustaining these networks while honoring the profound impact of its many supporters. The Foundation, UMaine, and the state take pride in the enduring influence of the institution's programs and alumni across the region, characterized by a sense of earnestness and humility that reflects the generosity of its donors. The next President & CEO will lead with humility, grace, and authenticity, bringing the ability to engage a broad and diverse range of supporters in advancing the Foundation's mission and future aspirations.



Lead the Team and Enhance Infrastructure

The Foundation employs a team of roughly 45 staff members with the majority located on campus in Orono, Maine, and additional staff in Portland, Maine. As the Foundation prepares for its next phase of growth and development, the next President & CEO will empower staff, strengthen collaboration across departments, invest in continued professional growth and leadership development, modernize systems and processes, and add and employ new and emerging technology to enhance efficiency and effectiveness and to position the organization for greater impact in the years ahead.

Alfond Foundation

The Harold Alfond Foundation made a transformative \$320 million commitment to the University of Maine System, one of the largest philanthropic investments in public higher education, designed to drive innovation, expand research and workforce development, and strengthen student success across the state. This landmark grant, known as “UMS TRANSFORMS,” is reshaping Maine’s primary educational and economic engine by advancing interdisciplinary programs, modernizing infrastructure, and enhancing the system’s long-term impact on the region. The President & CEO will steward, in collaboration with the University of Maine Vice President for Finance and Administration, the Alfond Foundation’s directed \$170 million grant (part of

the overall \$320 million) for UMaine Athletics to support athletics facilities, including the new Morse Arena, and will lead efforts to secure \$38 million in matching funds, with roughly \$33.5 million already raised to date.

The President & CEO will also aid efforts to support the three programmatic areas of UMS TRANSFORMS including the Maine College of Engineering and Computing, student success and retention, and the Maine Graduate and Professional Center, all of which require matching funds from a combination of state, federal, corporate, UMS, and donor sources. The HAF commitment is a unique opportunity for the University of Maine Foundation to advantageously leverage the \$320 million grant to drive private philanthropy.



Key Responsibilities

Strategic Leadership

- Lead the development and execution of a multi-year strategic plan, establishing measurable goals for fundraising growth, endowment performance, board engagement, and operational excellence.
- Position the Foundation as a strategic partner to the University President and senior leadership in advancing institutional priorities, campaign readiness, and transformative initiatives.
- Advance a culture of philanthropy across the institution, ensuring that strategic planning integrates academic leadership, advancement professionals, and foundation governance.

Fundraising and Donor Engagement

- Serve as the Foundation's chief fundraiser and relationship strategist.
- Cultivate, solicit, and steward principal and major gifts.
- Strengthen relationships with alumni, parents, friends of UMaine, corporations, foundations, the community, and others.
- Position the Foundation to support and guide long-term philanthropic growth.

Board Partnership and Governance

- Partner with the Foundation Board of Directors to ensure strong governance and strategic oversight.
- Support Board development, engagement, and effectiveness.
- Ensure compliance with nonprofit governance best practices.
- Partner with committee chairs and the Board to prepare and distribute meeting materials, minutes, and related support.

Financial Stewardship and Asset Growth

- Ensure prudent financial oversight and strong internal controls.
- Promote growth of the endowment and long-term financial sustainability.

Organizational Leadership

- Lead, mentor, and develop a high-performing Foundation staff.
- Foster a culture of accountability, collaboration, and donor-centered service.
- Strengthen operational systems and infrastructure.

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Qualifications

The next President & CEO will be a dynamic advancement leader who is excited and energized by the mission of the Foundation, the University of Maine, their combined role in the state and the region, and the power of public higher education. The successful candidate will be committed to relationship-based advancement work that values authenticity, integrity, and personal engagement. A strong record of leadership and documented success in elevating fundraising results are required.

Minimum Qualifications

- Bachelor's degree.
- Significant senior-level leadership and managerial experience with a deep understanding of philanthropy.
- Demonstrated success in cultivating and soliciting major and principal gifts, or similar experience that indicates the ability to succeed.
- Evidence of ability to plan for and execute a comprehensive capital campaign.
- Proven experience in leading and managing a high-performing team and fostering a culture of shared purpose, collaboration and accountability.
- Experience working effectively with a board and board committees.
- Financial acumen and understanding of endowment management and nonprofit financial oversight.
- Strong strategic planning, organizational, and decision-making skills.
- Exceptional interpersonal and communication abilities, including strong listening and relationship-building skills.
- Demonstrated integrity, sound judgment, and commitment to fiduciary responsibility.



Desired Attributes, Experience, and Knowledge

- A Master's or professional degree
- A deep appreciation for the evolving mission of public higher education.
- Experience within a university foundation.
- Experience leading the development and execution of a forward-looking strategic plan for an organization, ensuring mission alignment and financial sustainability.
- Experience in fostering a culture of philanthropy and implementing advancement and foundation best practices aligned with industry trends.
- Business acumen and knowledge of financial management, including budgeting, capital allocation, and revenue generation, within a higher education or nonprofit setting.
- Technology savvy with the ability to ensure that CRM systems, analytics tools and data resources support strategy and decision-making.
- Innovative with a record of success in facilitating process and procedural changes within an organization to improve efficiency and effectiveness including AI.
- Familiarity with the University of Maine and the state of Maine, or a willingness to enthusiastically embrace the state and its culture.

University of Maine Foundation

Mission: The University of Maine Foundation, acting as a separate organization, will work collaboratively with all entities to encourage philanthropic support for the University of Maine and other charitable organizations while carrying out the donor's wishes in perpetuity.

The University of Maine Foundation is an independent, nonprofit 501©(3) organization that operates with its own elected Board of Directors, subject to the ultimate control of the membership. Established in 1934, the Foundation exists to encourage gifts and bequests to promote academic achievement, foster research and elevate intellectual pursuits at the University of Maine in Orono and other charitable organizations. The University of Maine Foundation manages an endowment—a collection of hundreds of individually named funds that are invested for growth—and annually distributes earnings providing private support as determined by our donors for university programs, students and faculty. Through the prudent stewardship of donors' gifts, the Foundation is able to ensure stability for programs and student financial aid.

The University of Maine Foundation employs roughly 45 staff members distributed across a number of areas including: legal and planned giving, finance and accounting, annual giving, marketing and events, major and principal gifts, advancement services, and stewardship. The Foundation's 2026 budget is approximately \$8.6 million.

In FY 2025, the Foundation celebrated a year of extraordinary achievement with a record-breaking \$97 million raised in support of the University of Maine and its students. Nearly 100 newly endowed funds were established at the University of Maine Foundation in FY 2025, and approximately 11,000 gift transactions were processed by the Foundation. The FY 2025 total represents a 410% increase over the \$19 million averaged for the University of Maine fundraising prior to the merger of the University of Maine Development Office and the University of Maine Foundation in 2016. 2025 proudly marked 160 years since UMaine's founding and 150 years of the University of Maine Alumni Association.

Fundraising Year to Year Overview

Comparisons for the period July 1-June 30

\$97M

FY25

\$95M

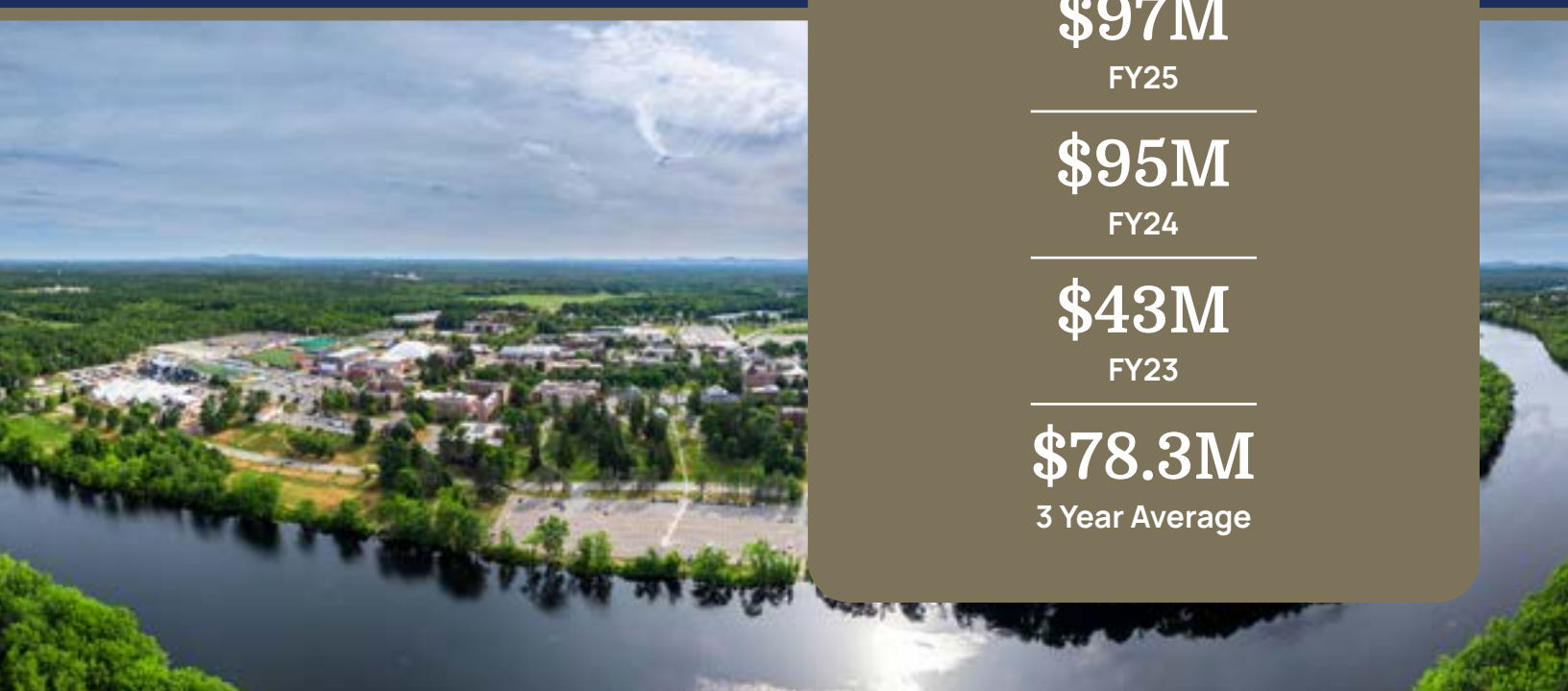
FY24

\$43M

FY23

\$78.3M

3 Year Average





The University of Maine Foundation operates a number of giving societies, including Triple Crown Donors, the Stillwater Society, the Charles F. Allen Legacy Society, and the President's Club. Triple Crown Donors are alumni and friends who are members of the Stillwater Society, the Charles F. Allen Legacy Society, and the President's Club. The Stillwater Society celebrates donors who have given at least \$25,000 to the University of Maine and its partners over the course of their lifetimes. Named for the University of Maine's first president, the Charles F. Allen Legacy Society recognizes and honors alumni and friends who intend to remember the University of Maine or its affiliated organizations by making a bequest or other form of planned or deferred gift. The President's Club is UMaine's front door to special donor recognition. Members of the President's Club give at least \$1,000 each year to UMaine. Additionally, newer alumni (1-10 years out) may join at lower rates.

The University of Maine Foundation funds its operations with unrestricted gifts and by charging

annually an administrative fee that is 1.25% of the endowment fund and is funded through a contract with the University of Maine. The fee is reviewed annually by the Board of Directors. The Foundation acts as the repository for private financial support and has fiduciary and legal responsibilities for the management, investment, and disbursement of the funds and for the conduct of all the organization's affairs.

As of March 2026, the Foundation manages roughly \$500 million in assets. The Foundation also accepts and maintains ownership of nonfinancial gifts, such as objects of art and woodlands for the forestry program. Gifts made to the Foundation are deductible as charitable contributions under Section 170 of the Internal Revenue Code.



Board Leadership

The Foundation is governed by a Board of Directors with up to 15 members.

Christopher P. Keating '79, Chair

Mr. Keating graduated from the University of Maine in 1979 with a degree in Business Administration before beginning a seven-season NFL career with the Buffalo Bills and Washington Commanders. While playing with the NFL, he also became a registered stockbroker, and continued working in finance in Boston after retiring from football. Mr. Keating earned his law degree from Suffolk University Law School in 1991, later building a career in institutional investment management. In fall 2025, he assumed the role of Chairman of the University of Maine Foundation. He also serves on the UMaine Board of Visitors in an ex-officio capacity.

Donna L. Hathaway '70, Vice Chair

Ms. Hathaway earned a B.A. in Mathematics from UMaine in 1970 with the highest distinction. She married attorney Arthur Hathaway in 1968 and worked for more than two decades as a legal assistant/paralegal in his Dover-Foxcroft law firm. She later became a licensed CPA in 1988 and was self-employed in that profession for nearly 20 years until she retired in 2006. Ms. Hathaway is also a member of the Pine Tree Hospice Finance Committee, a corporator of Bangor Savings Bank, and a singer with the University of Maine Oratorio Society.

Maria R. Fuentes '85G, Secretary

Ms. Fuentes holds a bachelor's degree in public relations/marketing from Boston University and a Master of Business from the University of Maine in 1985. She recently retired after serving

as the Executive Director of the Maine Better Transportation Association for 35 years. A past chair of the University of Maine Foundation Board and the UMaine Alumni Association Board, she also served on the University of Maine Board of Visitors. Currently, she is an officer for the boards of the Hallowell Food Pantry and the Capital Area New Mainers Project.

Robert A. Strong, Treasurer

Dr. Strong earned a Bachelor of Science degree in engineering from the United States Military Academy at West Point, a Master of Science degree in business administration from Boston University and a Ph.D. in finance from Penn State. He served for eight years as the University of Maine's Faculty Athletic Representative to the NCAA. Dr. Strong retired from the University of Maine, where he was Foundation Professor of Investment Education and Professor of Finance. The University of Maine Alumni Association selected him as the 2005 Distinguished Maine Professor, and the Carnegie Foundation named him the 2007 Maine Professor of the Year. He has written three textbooks on investments, portfolio management, and derivatives which have been used at over 100 universities. Dr. Strong is a former Chairman of the University of Maine Foundation.

The University of Maine Foundation's headquarters are located on the UMaine Orono campus in the Buchanan Alumni House, which also serves as the headquarters for the UMaine Alumni Association. The UMF also has Southern Maine offices in the Maine Center in Portland.



Giving Partners

University of Maine Alumni Association

The University of Maine's alumni community is a vibrant, global network of more than 110,000 graduates living across all 50 U.S. states and over 100 countries, bound by their shared experience as Black Bears and connected through the University of Maine Alumni Association, an independent organization that fosters lifelong engagement, advocacy, and professional and social connections among former students and with the university itself.

Founded in 1875, the UMaine Alumni Association is a separately incorporated 501©3 with a strong tie to the UMaine Foundation, which provides roughly a third of the Alumni Association's \$1.2 million budget, with additional support provided by the University of Maine.

The UMaine Alumni Association is dedicated to advancing the best interests of UMaine and its former, current, and future students. It does so by encouraging relationships and mobilizing resources in ways that enhance the value of a UMaine degree. Its efforts focus on:

- Providing information, programs, and events that serve our members' personal and career interests; and
- Advocating for policies and assets that strengthen UMaine's quality, reputation, and appeal.

Maine 4-H Foundation

The Maine 4-H Foundation helps support University of Maine Cooperative Extension 4-H programs. The UMaine Foundation handles the Maine 4-H Foundation's annual fund solicitations.

Maine Pulp and Paper Foundation

The University of Maine Pulp and Paper Foundation supports aspiring engineers studying at the University of Maine who are interested in pursuing careers in the paper industry. The UMaine Foundation works with the Pulp and Paper Foundation as needed.





University of Maine

The University of Maine, founded in Orono in 1865 as the state land-grant institution, is Maine's flagship public research university and driver of innovation, opportunity, and impact. Located on Marsh Island, within the homeland of the Penobscot Nation, and with a regional campus in Machias on Passamaquoddy homeland, UMaine is student-centered and community-engaged, grounded in a commitment to belonging, connections, and community. UMaine is regionally accredited by the New England Commission of Higher Education (NECHE) as part of the unified accreditation of the University of Maine System.

UMaine is the state's land grant, sea grant, and space grant institution. As Maine's only top-tier R1 research university, it fulfills a statewide mission of teaching, research, and community engagement. The university operates agricultural field stations, including Aroostook, Highmoor, and Blueberry Hill Farms, as well as the J.F. Witter Teaching and Research Center, and the Darling Marine Center, a leading marine sciences research facility. Cooperative Extension offices, camps, and learning centers serve all 16 counties in Maine. UMaine Machias maintains a strong regional focus in Downeast Maine, including a marine sciences field

station at the Downeast Institute. Together, the campuses extend the resources of their learning communities to address educational, economic, cultural, and social needs of Maine, the nation, and the world.

As the flagship of the University of Maine System, UMaine broadens opportunities for students, faculty, and staff statewide. In 2020, the System received an initial \$240 million investment from the Harold Alfond Foundation, supporting Black Bear athletics, the Maine College of Engineering and Computing, the Maine Graduate and Professional Center, and undergraduate student success and retention initiatives. This investment aligns with UMS unified accreditation goals, the 2023 UMS Strategic Plan, and UMaine Strategic Vision and Values, focused on fostering student success, advancing discovery, and strengthening partnerships. The UMS TRANSFORMS initiative further supports student success by introducing research learning experiences early in students' college careers, improving outcomes and expanding pathways to internships with employer partners.



The university is a vibrant community of students from Maine, across the United States, and around the world. It offers nearly 100 undergraduate and more than 150 graduate programs taught by world-class faculty and grounded in research. UMaine is featured in multiple national guides to best colleges and is one of the Princeton Review's green colleges. UMaine Machias serves its more than 300 students, offering associate, bachelor's, and certificate programs within a close-knit, interdisciplinary learning community in Washington County. UMaine is comprised of the Maine Business School and five colleges: the Maine College of Engineering and Computing; the College of Earth, Life, and Health Sciences; the College of Education and Human Development; the College of Liberal Arts and Sciences; and the Honors College.

Together, UMaine and UMaine Machias award 44% of all four-year degrees, 47% of all master's degrees, and 94% of doctoral degrees earned in the state. Their graduates join a global alumni network of more than 110,000.



UMaine is home to the state's only Division I athletics program, with 17 varsity teams. The Black Bears boast numerous team and individual conference championships, many trips to the NCAA Tournament, academic champions, and two national championships in men's ice hockey. Student-athletes go on to succeed in sports and a wide range of careers, including professional athletes, Super Bowl champions, Stanley Cup champions and Olympians.

Fogler Library, the state's largest library, serves as a regional depository for federal government publications, and an official depository for Canadian federal and Maine state government publications. It is also Maine's designated Business, Science, and Technology Library, and the state's only Patent and Trademark Resource Center.

The university is also a cultural hub for the state, with the Zillman Art Museum, Hudson Museum, and Page Farm and Home Museum. Visual and performing arts events take place at the Lord Hall Gallery, the Collins Center for the Arts, the School of Performing Arts, and the Versant Power Astronomy Center, enhancing community engagement and lifelong learning.



For more than a century, UMaine has conducted research of both global and local relevance. Faculty, staff and students have conducted nationally and internationally recognized research and scholarship in every county in Maine, on all continents, and in all the world's oceans. Key areas of impact include research and innovation in climate change, engineering, advanced structures and composites, advanced manufacturing, forestry, marine sciences, agriculture, healthcare, and the arts and humanities. Partnerships with private and public sectors help drive economic growth and innovation across the state. In 2022, UMaine achieved the highest Carnegie Classification as a doctoral university with very high research activity (R1), which was reaffirmed in 2025. In that same year, the university secured \$243.6 million in research and development funding and reported \$297.6 million in research and development expenditures.



The UMaine student experience reflects the breadth and depth of a research university, with interdisciplinary, immersive learning opportunities and mentorship from faculty and graduate students who are leaders in their fields. These experiences begin in the first year with new Research Learning Experiences (RLEs) at UMaine and UMaine Machias emphasizing learning through knowledge creation. Students engage in research, creativity, and community, building a strong problem-solving mindset. From volunteerism and capstone projects to internships, these opportunities connect classroom learning to real-world impact.

UMaine and UMaine Machias are committed to accessible lifelong learning for people of all ages, and career stages, the creation of new knowledge, and research-based problem solving to address current and future challenges. Providing opportunities in an environment that honors heritage and multiple perspectives is central to the mission. Through integrated teaching, research and engagement, the university improves the quality of life in Maine and beyond, while promoting responsible stewardship of human, natural, and financial resources.





President Joan Ferrini-Mundy

Joan Ferrini-Mundy is the 21st President of the University of Maine and its regional campus, the University of Maine at Machias, and the Vice Chancellor for Research and Innovation for the University of Maine System.

Since she became president in 2018, Dr. Ferrini-Mundy has worked to position UMaine as a learner-centered R1 university and a key driver in advancing Maine's workforce and economy. In early 2022 and again in 2025, she supported UMaine's designation as an R1 Carnegie Classification research university, joining the ranks of the nation's top universities engaged in high levels of impactful research. Since 2024, she has spearheaded the Strategic Reenvisioning initiative to align academic programs, research, and community engagement to meet the future needs of UMaine's students and redefine the university's role as the R&D department of the state of Maine.

Dr. Ferrini-Mundy is an active leader nationally and in Maine. At the national level, she serves as a member of the National Science Board and the Transforming

Post-Secondary Education in Mathematics (TPSE) board and previously chaired the Association of Public and Land-grant Universities (APLU) Board of Directors and the Conference Board of the Mathematical Sciences. In Maine, she chairs the Maine Innovation Economy Advisory Board and the Board of Directors of the Strategic Work Team of the Maine Economic Development Strategy, as well as serving on the boards of Maine & Co., and Maine Public.

In Spring 2025, the American Educational Research Association (AERA) named Dr. Ferrini-Mundy the recipient of its 2025 Distinguished Public Service Award in recognition of her exceptional contributions to education research and public policy. Dr. Ferrini-Mundy is also co-PI of a transformative and historic \$320 million grant from the Harold Alfond Foundation to improve student experiences and educational opportunities of the people of Maine and beyond.



Orono and Bangor

The University Maine Foundation is located in Orono, Maine, a scenic, historic town in Penobscot County. Centrally located, Bangor is the third-largest city in the state of Maine, with easy access to Interstate 95 and other major roadways. Situated 8 miles from Bangor, Orono offers a vibrant “college town” atmosphere with walkable downtown shops, diverse restaurants, and extensive outdoor recreation, and is the perfect place to stay and explore the beauty and attractions of central, northern, and eastern Maine.

Bangor is the retail hub for central, eastern, and northern Maine. It also offers two major hospitals and Bangor International Airport. Bangor is about an hour away from the beautiful coast of Maine and Acadia National Park to the east, and a short distance to the vibrant woodlands, mountains, and hiking opportunities to the west.

In the 1860’s, Bangor was the world’s largest lumber port, boasting over 150 sawmills along the Penobscot River, the longest river in Maine. This industry brought immense wealth to the area, resulting in the extraordinary architecture that still stands today. While the lumber boom lasted about 20 years, Bangor transitioned into a thriving trading and transportation hub for northern and eastern Maine, continually adapting to the times.

Today, Bangor is the cultural and entertainment center of the Maine Highlands. Experience the historic Bangor Symphony Orchestra, the oldest continually performing orchestra in the United States, or explore the Maine Discovery Museum, the largest children’s museum north of Boston.



University of Maine System

The University of Maine System is committed to educational excellence amongst its seven public universities and law school across the state:



The University of Maine is a learner-centered Research 1 university.

We are Maine's land, sea, and space grant university dedicated to defining tomorrow.

University of Maine System Locations

- University of Maine at Augusta
- University of Maine at Farmington
- University of Maine at Fort Kent
- University of Maine at Machias
- University of Maine at Presque Isle
- University of Southern Maine
- University of Maine School of Law



Applications, Nominations and Expressions of Interest

AGB Search is pleased to assist the University of Maine Foundation with this leadership search.

To apply for the President/ CEO position, candidates are requested to submit the following:

- (i) resume;
- (ii) a letter of interest that addresses how the candidate's experiences and qualifications connect with the required/preferred characteristics and priorities as expressed in this position profile; and
- (iii) contact information for five references (to be contacted with the candidate's permission at a later date).

For best consideration, applications should be submitted by May 15, 2026, to the AGB Search portal at: [Maine Foundation President/CEO](#).

The search will remain open until an appointment is made.

Nominations and expressions of interest in the President/ CEO position are encouraged. Please direct them to:

MaineFoundationPresident@agbsearch.com

or to the AGB Search consultants listed below:

Kimberly Templeton, JD

Principal

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The University of Maine Foundation is an equal-opportunity employer and does not discriminate on the basis of race, color, religion, national origin or ancestry, gender, physical or mental disability, sexual orientation, age, military status or military service record, genetic information, hair texture or hair style, status as a Vietnam-era or special disabledveteran, or any other basis which may be protected by law. The Foundation will make reasonable accommodations for qualified individuals with disabilities in accordance with applicable law.

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