

October 23, 2023

The Honorable Jessica Rosenworcel  
Chairwoman  
Federal Communications Commission  
45 L St, N.E.  
Washington, D.C. 20554

**In the Matter of Nomination for Universal Service Administrative Company Board of Directors,  
CC Docket 97-21 and 96-45.**

Dear Chairwoman Rosenworcel:

The national and state education organizations listed below respectfully nominate Ms. Carla Wade to serve on the Universal Service Administrative Company (USAC) Board of Directors as the representative for schools that are eligible to receive discounts.

At this pivotal moment, our nation faces a pressing need to deliver secure and reliable, high-speed broadband connectivity for every household. Ms. Wade, an accomplished education and technology leader with a distinguished record at local, state, and national levels, is uniquely poised to contribute her wealth of experience in education strategy, innovation, partnerships, communication, and collaboration to this important role.

Ms. Wade's extensive experience and established relationships with colleagues at state, national, and international levels would make her an asset for USAC. Her ability to collaborate effectively, set policy, solve complex problems, co-create solutions, and efficiently leverage resources would help USAC strengthen and manage its longstanding programs. Moreover, Ms. Wade's ability to work across states and the nation positions her to identify the most effective strategies to bolster existing initiatives and pioneer new opportunities based on valuable lessons learned.

Currently serving as the Senior Director of External Relations at CoSN, Ms. Wade plays a pivotal role in supporting K-12 EdTech leaders, their teams, and school district leaders. With over 30 years of history, CoSN provides thought leadership, resources, community engagement, best practices, and advocacy tools to empower leaders in digital transformation. Representing over 13 million students across all 50 states and 31 chapters in 32 states, CoSN continues to grow as a prominent voice in K-12 education leadership and policy.

Before joining CoSN in early 2022, Ms. Wade served as the Digital Innovation Lead at the Oregon Department of Education. In this role, she gained firsthand knowledge of the challenging connectivity issues faced by school districts, both in urban and rural areas. Her efforts to collaborate with districts and Internet Service Providers led to the creation of the Connecting Oregon Schools Fund, a state matching fund for E-Rate eligible construction. Ms. Wade's dedication extended to providing training for districts in crafting technology plans to support E-Rate, participating in the Oregon Broadband Office Technical Working Group, and co-designing and hosting the Connecting Oregon Schools Summit to facilitate collaboration between educators and industry stakeholders, particularly during the challenges of emergency remote learning in May 2020.

Ms. Wade has further demonstrated her commitment to education through her involvement in various state and national boards, including the International Society for Technology in Education (ISTE) and the

State Educational Technology Directors Association (SETDA). As a SETDA member, Carla has contributed as a subject matter expert on numerous documents, addressing crucial topics such as broadband access, digital learning, optimizing ESEA Title I-A funding for technology, and enhancing digital learning environments. Her deep understanding of the connectivity challenges faced by states and districts, coupled with her knowledge of available programs to support schools and families, positions her as an ideal candidate for the USAC Board.

Ms. Wade’s unique combination of experience, expertise, and dedication to improving educational connectivity makes her an outstanding nominee for the USAC Board of Directors. We believe that her leadership would play a vital role in advancing USAC’s mission.

Thank you for considering Ms. Wade for this important USAC appointment. Our organizations are confident that her contributions would help bridge the digital divide and ensure equitable access to secure high-capacity broadband services for all Americans.

Sincerely,

<b>National Organizations</b>	<b>State Organizations (continued)</b>
American Library Association	Indiana CTO Council
Association for Supervision and Curriculum Development	Link Oregon
CoSN – Consortium for School Networking	Learn21/Ohio CoSN
ISTE	Massachusetts Educational Technology Administrators Association
Schools, Health & Libraries Broadband Coalition	Missouri Educational Technology Leaders
SIIA	New York State Association for Computers and Technologies in Education
SETDA, State Educational Technology Directors Association	NCTIES CoSN Council/North Carolina Technology in Education Society
<b>State Organizations</b>	Pennsylvania Association for Educational Communications and Technology
Association of Computer Professionals in Education (Oregon and Washington)	Tennessee Education Technology Association
Cascade Technology Alliance	Texas Education Technology Leaders
Coalition of Oregon School Administrators	Utah Technology Coordination Council
CoSN Council of Florida	
CoSN Minnesota	
Illinois Educational Technology Leaders	

Consortium for School Networking  
1325 G Street, NW, Suite 420  
Washington, DC 20005

## NATIONAL EDUCATION TECHNOLOGY LEADER

I am a talented, determined and results-driven education technology leader. I leverage my years of experience in both the formal and informal, non-profit education sectors to implement resources and strategies that improve learning and teaching for students and educators across the nation. Utilizing my communications and consensus building skills, I have worked with diverse partners to develop a shared vision for digital learning, open educational resources, high speed broadband connectivity to our schools and student homes, and professional development to support evolving needs for teachers and administrators. I believe that every student has the right to access the technology, reliable high speed connectivity, tools and learning opportunities used to individualize engaging learning experiences that address their abilities, strengths, and weaknesses and their development as a life-long learner and creator of knowledge.

I have been an intellectual co-author of numerous conferences and summits including; the State Educational Technology Directors Association's (SETDA) National Leadership Institutes and Education Forums, US Department of Education meetings on Data and Program Effectiveness, the international Society for Technology in Education (ISTE) Leadership Institutes, the Oregon e-Learning Summit, the Oregon Ed Tech Professional Development Cadre, and various Federal Program regional and national meetings.

I am a strategic systems thinker and creative and collaborative problem solver with a depth of experience across formal and informal education programs in non-profit organizations. The positive relationships I have built with educators, business partners, non-profit organizations and philanthropy partners across the state and nationally are an asset for developing collaborative partnerships and seeking new opportunities for CoSN.

## ACADEMIC BACKGROUND

Indiana University Bloomington, IN  
Indiana University Bloomington, IN

Lewis and Clark College Portland, OR

Lewis and Clark College Portland, OR

B.S. Sociology  
M.S. Park and Recreation Administration: Outdoor  
Education Program Administration  
Teacher Education Program, Secondary Biology  
Endorsement  
Initial Administrative Program

## PROFESSIONAL EXPERIENCE

**Consortium for School Networking, CoSN, Washington, D.C.**

## **Carla R. Wade**

### **Senior Director of External Relations, April 2022-Present**

Establish and sustain external partnerships and alliances in ways that grow the association, provide value added services for both our institutional K-12 education and corporate members. Responsible for overseeing CoSN professional advancement, advocacy, and partnerships, including raising sponsorship funding from corporate sources, as well as engaging other strategic partners to achieve our strategic vision.

### **Oregon Department of Education, Salem, OR, April 2000 – April 2022**

#### **Digital Innovations Lead, September 2016 – Present**

Design and develop opportunities for collaborators to champion the needs of students for digital learning including the Connect Oregon Students for Learning Summit, State Educational Technology Directors Association (SETDA) Education Forums and Leadership Summits, ISTE Leadership Symposia, The EdTech Professional Development Cadre, Title IA Committee of Practitioners, and national meetings for the US Department of Education. Collect and interpret data, develop reports, recommendations, and resources to support digital learning strategies. Provide leadership and guidance to the Digital Innovation Team to design, plan, manage and evaluate programs that support school districts across the state including the Oregon Educator Network, the Oregon Virtual School District, and the Oregon Ed Tech Professional Development Cadre. Represent the Oregon Department of Education in the State Educational Technology Directors' Association (SETDA), Consortium for School Networking (CoSN) and other national organizations. Analyze state and federal legislation and prepare testimony for administrative use before legislative committees. Speak locally and nationally to groups of national leaders, teachers, local program directors, administrators, professional organizations, and parents to communicate education strategies, share success stories, and call to action.

#### **Interim Director of Data, Operations & Grant Management, June 2018-October 2019**

Supervise the activities of the Data, Operations, and Grant Management (DOGM) staff including education specialists, program analysts, office specialists, administrative specialists, and research analysts. Provide comprehensive management for key programs and projects including: Every Day Matters: Chronic Absenteeism State Plan, Digital Innovations: Oregon Educator Network, Oregon Virtual School District, EdTech Professional Development Cadre, and Canvas implementation, the Trauma Informed Practice Pilot, and the Division 22 Standards Assurances program redesign and implementation

Managed budgets for multiple programs within the Data, Operations and Grant Management Team. Worked with Assistant Superintendent and Budget Office to develop an understanding of the Office of Teaching, Learning and Assessment (OTLA) budget and how to build a plan for the next biennium. Facilitated collaboration between ODE, Districts, ESDs and the Oregon Association of Education Service Districts (OAESD) on the development and implementation of a new Interagency Governmental Agreement. Coordinated efforts to market new programs and disseminate information about existing programs with the Communications Team. Facilitated the accessibility remediation for OTLA. Served on the Website Accessibility Policy and Work Flow Committees. Recognized the value of individual and cultural differences and strive to create a work environment where all individuals feel valued. Recruited, hired, guided, on boarded new staff. Coached and conducted disciplinary action, including recommendation of termination as needed. Analyzed and recommended action on state and federal policy.

## **Carla R. Wade**

### **Education Specialist, April 2000 – August 2016**

Lead collaborative efforts and leveraged partnerships to design programs, develop resources, policy, professional development and technical assistance related to continuous improvement planning, digital learning, STEM, and federal education programs. Represented Oregon in national organizations including STEMx, the State Educational Technology Directors Association (SETDA), the Council of Chief State School Officers (CCSSO) Education Information Management Advisory Collaborative (EIMAC), the International Society for Technology in Education (ISTE) and the Confederation of School Networking (CoSN). Facilitated advisory committees for Educational Technology, Title I Committee of Practitioners, STEM and Digital Learning resulting in outcomes such as the Oregon Educational Technology Standards, State Technology Plans, and Oregon's Initial STEM Education Framework. Management and reporting on the impact of multi-million dollar federal programs including Title IID Enhancing Education Through Technology, Title IA Improving Basic Programs, the Technology Literacy Challenge Fund and Eisenhower Improving Teacher Quality programs.

### **NW Regional Educational Laboratory, Portland, OR**

#### **Palau Assessment Item Development Team Member, June-July 1997**

Developed test questions targeting content identified in the Palau Science Curriculum Framework for Palau's summative assessment.

### **Centennial School District, Portland, OR**

#### **Science Teacher, August 1992 - April 2000**

Designed, implemented and assessed middle school science curriculum and led an interdisciplinary team of teachers. Established and served as chairperson for the Centennial Middle School Site Council. Coordinated Science, Math, and Technology Workshops for K-12 teachers 1995-97. Served on the district science curriculum alignment committee and edited the alignment project for publication. Goals 2000 Grant Project Director. Developed and instructed Centennial Science Symposium. Coordinated "Doing Inquiry to Learn Inquiry" district-wide science in-service.

### **Saturday Academy, *Futuremakers* Inventor/Mentor Program, Portland, OR**

#### **Coordinator, September 1993 – August 1994**

Managed *Futuremakers Inventor-Mentor Program*. Conducted training of teachers in use of the *Futuremakers* curriculum fulfilling a National Science Foundation Grant. Trained *Futuremakers* trainers, teachers and administrators for the Learning Partnership based in Toronto, Canada. Revised and edited the curriculum for reprinting. Evaluated the *Futuremakers* program and wrote report on program impact to National Science Foundation. Coordinated the Northwest Regional *Futuremakers* Invention Convention sponsored by Sequent Computers, Inc.

### **Oregon Museum of Science and Industry (OMSI), Portland, OR**

#### **Curriculum and Instruction Manager May 1988 - August 1992**

Created and implemented instructional program plan and budget resulting in increased enrollment and revenue. Hired, trained, evaluated and supervised a staff of 5 regular and 35 seasonal employees. Managed the Ask OMSI afterschool program providing enrichment activities, field trips, learning opportunities, and access to OMSI facilities and camps for students of color in the North Portland community. Authored curriculum, wrote successful grant proposals, designed and implemented

## **Carla R. Wade**

teacher training, developed and coordinated interagency agreements, conducted program evaluation, and served as a curriculum and instruction consultant for regional and national agencies and textbook companies. Co-creator of the *Futuremakers Inventor-Mentor Program*.

Served as Acting Director for the Science Programs Department while the Senior Manager was on sabbatical. Responsible for operations, budget, staff and volunteer supervision (5 managers and 100+ seasonal staff and docents) and program planning for all museum Science Programs including Curriculum and Instruction, Exhibit Halls, and Planetarium.

### **Oregon Zoo, Portland Oregon**

#### **Day Camp Designer and Coordinator, Seasonal, March 1983 – 1988**

Created and administered Day Camp at the Zoo, which is still a thriving program today. Hired, trained and supervised 12 staff for the program. Designed program and curriculum that led to full capacity registration and a 760% increase in participant enrolment in five years. Expanded program to winter and spring breaks to provide more opportunities for students to learn in the zoo environment.

### **HONORS AND ACTIVITIES**

- Appointed to the Oregon Outdoor School Advisory, 2017-2019
- ODE representative on the Council of Chief State School Officers (CCSSO) Multi-State Metadata Index Task Force, 2016 - 2019
- ODE representative at the Oregon Broadband Advisory Council, 2011 – Present
- Invitation to White House #GoOpen Exchange, February 26, 2016
- Invitation to White House Open Education Symposium, October 29, 2015
- Recipient of the Northwest Council of Computer Educators (NCCE) President’s Award, 2015
- Designed, organized and co-hosted Oregon’s FutureReady Schools® Conference with the Alliance for Excellence in Education, January 2013
- Appointed to Oregon’s Joint Task Force on STEM Access and Success, 2012
- Technical Advisor to US Department of Education, 2010-2012
  - Federal Educational Technology State Grants Meeting Planning Team Facilitator
  - Project Advisor for Leadership Through Collaboration
  - Facilitated Title IID Directors and Ed-Facts Directors joint meeting
- Appointed to Florida Digital Educators Advisory, 2008-2011
- Recipient of the State Educational Technology Directors’ Association (SETDA) Leader of the Year Award, 2010
- Chairperson for the State Educational Technology Association's National Educational Technology Plan Task Force, 2009-2010
- Appointed to US Department of Education Technical Working Group to develop the Evaluation of the Enhancing Education Through Technology Program: Final Report, Stanford Research Institute (SRI) International, 2009
- Recipient of the International Society for Technology in Education’s “Making It Happen” Award, 2006
- Appointed George Lucas Educational Foundation Faculty Associate, 2004
- Appointed Oregon Science Leader, Oregon Department of Education, 1999-2000
- Appointed to Oregon Science Content and Assessment Panel, Oregon Department of Education, 1998-2000

## Carla R. Wade

- Selected to participate in "Discover a Watershed: The Columbia" Writing Workshop sponsored by The Watercourse, Montana State University, 1999
- Appointed to Oregon Department of Education State Work Sample Committee, 1998

### PUBLICATIONS

Allen, Keith, Andrews, Stephen, Wade, Carla and Whitney, Gail. "Futuremakers Inventor Mentor Program." Saturday Academy, Oregon Graduate Institute of Science & Technology (1992) (Revised 1994). Print.

Wade, Carla, "Message of Hope and Determination." The Oregon Science Teacher, Oregon Science Teachers Association, November/December (1999): pg. 8-9. Print.

### PUBLICATIONS FOR WHICH I SERVED AS AN EXPERT ADVISOR OR CONTRIBUTOR:

#### State Educational Technology Directors Association (SETDA)

- "SETDA 2017-2020 Strategic Plan", <http://www.setda.org/wp-content/uploads/2016/10/SETDAstrategicPlan.pdf>
- "The Broadband Imperative II: Equitable Access for Learning," 2016, <http://www.setda.org/wp-content/uploads/2016/09/SETDA-Broadband-ImperativeII-Full-Document-Sept-8-2016.pdf>
- "Building A Roadmap for 21<sup>st</sup> Century Learning Environments," 2015, <http://www.roadmap21.org/>
- "The Guide to Technology Requirements: One Simple guide to Tech Requirements for Assessment," 2014, <http://gtr.setda.org/>
- "The Guide to Implementing Digital Learning," 2014, <http://digitallearning.setda.org/>
- "SETDA 2013-2016 Strategic Plan:", <http://www.setda.org/wp-content/uploads/2013/08/SETDAstrategicPlan2012.pdf>
- "National Trends: Enhancing Education Through Technology: Title IID Year in Review," 2012, 2011, 2010, 2009, 2008, 2007, 2006, 2005, 2004, <http://www.setda.org/master/?s=national+trends>
- "Leveraging Title I and Title IID: Maximizing the Impact of Technology in Education and A Resource Guide Identifying Tools for Schools," 2009, <http://www.setda.org/master/outreach/press-releases/press-release-2009/leveraging-title-i-title-iid-maximizing-the-impact-of-technology-in-education-two-new-resources-identifying-effective-technology-tools-and-approaches-for-schools/> (documents no longer online)
- "Technology Based Assessments Improve Teaching and Learning," 2008
- "Class of 2020 Action Plan for Education," 2008 <http://www.setda.org/wp-content/uploads/2013/11/Class-of-2020-Action-Plan-for-Education.pdf>
  - "Empowering Teachers: A Professional and Collaborative Approach", <http://www.setda.org/wp-content/uploads/2013/11/PDPaperFINAL110708.pdf>
  - "High Speed Broadband Access for All Kids: Breaking Through the Barriers", <http://www.setda.org/wp-content/uploads/2013/11/High-Speed-Broadband-Access-for-all-Kids.pdf>
  - "Learning Virtually: Expanding Opportunities", [http://www.setda.org/wp-content/uploads/2013/11/Learning-Virtually\\_-Expanding-Opportunities.pdf](http://www.setda.org/wp-content/uploads/2013/11/Learning-Virtually_-Expanding-Opportunities.pdf)



## Carla R. Wade

- “Science, Technology, Engineering and Mathematics”, <http://www.setda.org/wp-content/uploads/2013/11/Science-Technology-Engineering-and-Mathematics-STEM-Report.pdf>
- **U.S. Department of Education** “Evaluation Matters: Getting the Information You Need From Your Evaluation,” US Department of Education, 2014, <https://www2.ed.gov/about/offices/list/oese/sst/evaluationmatters.pdf>

### PROFESSIONAL AFFILIATIONS

National Educational Technology Plan Technical Working Group, 2022-present

State Educational Technology Directors Association (SETDA), 2001-present

- Board of Directors, Emeritus Member, 2022-present
- Executive Board Member, 2015-2020, Served as Board Chair and Treasurer
- Co-chair Professional Growth Committee, 2008-2014
- Title IA/IID Collaboration Task Force, 2008-2009 and 2015-2016
- Executive Board Member, 2003-2008, Served as Secretary
- Elementary and Secondary Education (ESEA) Reauthorization Task Force
- Chairperson, National Educational Technology Plan Task Force

National Coalition for Technology Education & Training (NCTET), Member 2022-present

Title IV-A Alliance Board of Directors, 2022-present

International Society for Technology in Education (ISTE), 1999-present

- Board Member 2007-2009
- Policies and Procedures Committee 2007-2011
- Advisory member for development of National Educational Technology Standards for Students, Teachers and Administrators 2007-2009

Consortium for School Networking (CoSN), Member 2016-2022

Council of Chief State School Officers (CCSSO) Education Information Management Advisory Collaborative (EIMAC) 2017-2020

Confederation Association of Computer Professionals Northwest, 2017-2020

Oregon Science Teachers’ Association

- Region I Director, October 1998 - October 2000

### PRESENTATIONS

Present regionally and nationally on an ongoing basis at events and meetings including:

- Council of Chief State School Officers (CCSSO), Education Information Management Advisory Collaborative (EIMAC)
- Oregon Governor’s Broadband Advisory Council
- State Educational Technology Directors Association (SETDA)
- Northwest Council for Computer Educators (NCCE)
- International Society for Technology in Education (ISTE)
- Association for Computer Professionals in Education (ACPE) Northwest
- National Repository of Online Content (NROC)
- Future Ready Schools® Oregon Conference
- National Title I Directors Association
- Future of Educational Technology Conference (FETC)



## Carla R. Wade

- US Department of Education Meetings

### Representative Sample:

Gill, C., Urbina, C., Wyse, D., Ritchey-Knowles, K., Hawkins, C., Blumenstein, B., and Wade, C. (2020). *Connect Oregon Students for Learning Report and Recommendations*. Governor Kate Brown and staff. Zoom meeting.

McMullan, A. (facilitator), Ostendorf, J., Schad, L., and Wade, C. (2019). *Critical, Compelling, And Controversial: Three Cs on Being an IT Leader*. Future of Educational Technology Conference, Orlando, FL.

Wade, C. (2017). *Oregon's Digital Learning Plan*. Oregon State Board of Education Meeting. Oregon Department of Education.

Fox, C. (moderator), Pauley, G., Sweet, R. and Wade, C. (2017). *Navigating the Shift to Digital Learning: Leveraging Federal Funding Sources*. National Association of Title I Directors Conference, Long Beach, CA.

Weeks, T., Drescher, P., Heileman, E., Lawrence, T., and Wade, C. (2017). *Broadband Connectivity for Learning: Addressing K-12 Education Infrastructure Needs at Scale*. Future of Educational Technology Conference, Orlando, FL

McMullan, A., (facilitator), Brown, D., Ostendorf, J., and Wade, C. (2017). *Professional Perspective: How to Become a Next Generation IT Specialist*. Future of IT Summit, Orlando, FL.

Wade, C. (2015). *Implementing Digital Learning*. Coalition of Oregon School Administrators Conference, Eugene, OR.

Wade, C. (2003) *Education Technology Planning*. Statewide workshops, Oregon Department of Education. Ontario, Pendleton, Redmond, Medford, Portland, Ashland, Salem and Eugene, OR.

Greene, C., Moran, M., Reberry, S., and Wade, C. (2002). *The Promise of Technology for Improving Student Achievement*. National Title I Association Conference. Dallas, TX.

### REFERENCES

Available upon request