



# Position Brief for

Universal Service Administrative Co. (USAC)  
Chief Executive Officer



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# About USAC

## Mission

Dedicated to achieving universal service.

This important principle suggests that everyone in the U.S. deserves high-speed connectivity that is:



Accessible



Affordable



Reliable

## The USF + USAC + FCC

As an independent, not-for-profit designated by the FCC, USAC administers the \$8.5 billion Universal Service Fund (USF) under the direction of the FCC. Telecommunications providers contribute to the fund based on a percentage of their interstate and international end-user revenues, and often pass these costs to consumers.

## USF Programs

Under policy established by the FCC, USAC collects and delivers funding through four programs focused on places where broadband and connectivity needs are critical. These programs serve people in rural, underserved, and difficult-to-reach areas.





### [E-Rate](#)

Keeping students and library patrons connected to broadband services



### [Rural Health Care \(RHC\)](#)

Supporting healthcare facilities in bringing medical care to rural areas



### [Lifeline](#)

Lowering the monthly cost of phone or internet service



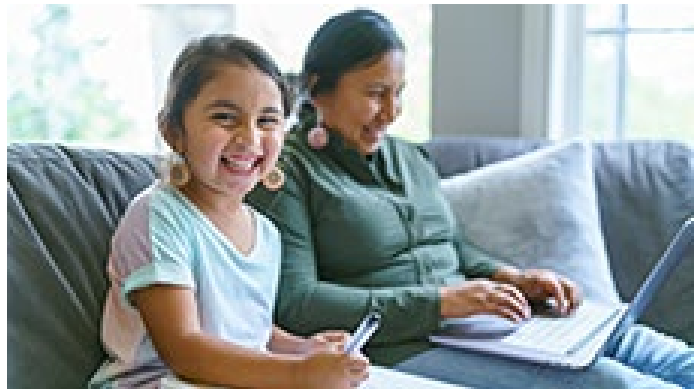
### [High Cost](#)

Expanding voice and broadband networks in underserved areas



## Tribal Nations

Working at the infrastructure, community, and individual level, Universal Service Fund programs help connect Tribal communities to phone and broadband services. For more information and resources, go to [Tribal Nations Section](#).



## Service Providers

Telecommunications companies support USAC's mission in two critical ways: contributing money to the Universal Service Fund and participating in the USF and Congressional Response Programs. [Learn more here](#) about both service provider roles.



## Congressional Response Programs

From time to time, Congress establishes supplemental connectivity initiatives in response to national priorities, with the FCC designating USAC to administer them. Past examples include the *Connected Care Pilot Program*, *COVID-19 Telehealth Program*, *Emergency Connectivity Fund (ECF)*, and *Emergency Broadband Benefit (EBB)*.

These programs require USAC to operate with agility, often standing up and closing out large-scale initiatives under compressed timelines and evolving policy direction, while continuing to effectively administer its core Universal Service programs.



# The Position

We are seeking an accomplished, highly experienced and strategic senior executive to lead this dynamic and very unique organization. The next CEO will support USAC's mission to administer approximately \$8.5 billion in annual disbursements effectively and efficiently under the FCC's universal service programs.

Reporting to USAC's Board of Directors, and working closely with the FCC, the CEO provides critical leadership, direction and management responsibility for USAC's overall performance and all aspects of its activities and operations, including administration of the Universal Service programs and the Universal Service contribution and collection function. The CEO is an officer of the corporation and a voting member of the Board and four (4) of its six (6) standing committees. This is an outstanding career opportunity for an individual interested in professional challenges in support of a public-spirited mission.

## KEY DUTIES & RESPONSIBILITIES

- Provide leadership in close partnership with the Board of Directors to develop and achieve the organization's strategic goals and objectives. The CEO will maintain consistent, proactive, and transparent communication with the Board, ensuring directors are regularly informed of operational performance, program integrity, emerging risks, and key developments affecting USAC and the Universal Service programs.
- Foster a culture of openness, providing the Board with timely insights, candid assessments, and the information necessary to support effective governance and oversight.
- Collaborate with the USAC leadership team to develop and implement plans for the operational infrastructure of systems, processes and personnel (including staff development) designed to achieve USAC's objectives.
- Lead development and implementation of a strategic vision for USAC that recognizes its vital customer service-oriented role to assist program beneficiaries and Universal Service contributors in understanding and successfully complying with FCC requirements.
- Identify future, forward-looking and transformational opportunities and challenges for USAC's fulfillment of its responsibilities and work with the Board and senior management team to keep all stakeholders informed of these developments.
- Maintain USAC's integrity and manage relationships with the FCC, Congress, the stakeholder community, and the public.
- Lead and provide direction to USAC's management team and staff in executing the corporation's objectives within budget, solving business problems, identifying opportunities to improve corporate efficiency and effectiveness, preventing, and detecting waste, fraud,



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and abuse in the Universal Service programs, and provide responsiveness to FCC orders, regulations, and directives.

- Lead USAC's management team and staff in maintaining sound working relationships with the multiple stakeholders at the FCC with whom USAC routinely collaborates to achieve its mission, and ensure responsiveness to FCC orders, regulations, and directives. Foster a culture of collaboration, support, and trust across the two organizations.
- Maintain the leadership flexibility to react quickly to FCC directives that may require modifications to how one or more of the programs is to be administered by USAC.

### KEY DUTIES & RESPONSIBILITIES

#### Strategic Leadership & Vision

- Provide leadership in close partnership with the Board to develop and achieve USAC's strategic goals and objectives.
- Lead the development and execution of a forward-looking strategic vision, recognizing USAC's role as a customer service-oriented administrator supporting program beneficiaries and contributors.
- Identify transformational opportunities and emerging challenges, ensuring alignment with long-term mission and regulatory direction.

#### Board Engagement & Governance

- Maintain consistent, proactive, and transparent communication with the Board, keeping directors informed on performance, risks, and program integrity.
- Foster a culture of openness and accountability, providing candid assessments and timely insights to support effective governance.

#### FCC Partnership & Regulatory Alignment

- Serve as a trusted operational partner to the FCC, recognizing its role as the primary policy-setting body while USAC executes program administration.
- Navigate a complex, multi-stakeholder FCC environment, engaging across bureaus, policy, enforcement, and legal functions.
- Translate FCC rules and evolving policy decisions into executable operational programs, ensuring compliance, accuracy, and responsiveness.
- Maintain the flexibility to respond quickly to FCC directives, adapting program administration as required.

#### Operational Leadership & Organizational Effectiveness

- Collaborate with the leadership team to design and implement operational infrastructure, including systems, processes, and talent development.



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- Lead execution of organizational objectives within budget, driving efficiency, problem-solving, and continuous improvement.
- Identify opportunities to enhance operational effectiveness and streamline administration, aligned with FCC expectations.

### Financial Stewardship & Program Integrity

- Oversee the administration of large-scale program funding, ensuring strong financial discipline and accountability.
- Strengthen and maintain internal controls and audit functions, with a focus on preventing and detecting waste, fraud, and abuse.
- Ensure program integrity and transparency, particularly under heightened regulatory scrutiny.

### Stakeholder Management & External Relations

- Maintain USAC's integrity while managing relationships with the FCC, Congress, stakeholders, and the public.
- Build and sustain trusted, collaborative relationships across the FCC and broader stakeholder ecosystem.
- Ensure clear, transparent communication that reinforces trust and credibility across constituencies.

### Leadership, Culture & Organizational Impact

- Lead with a collaborative, non-hierarchical style, empowering teams while ensuring accountability and execution.
- Foster a culture of transparency, continuous improvement, and responsiveness, addressing historical gaps and building on recent progress.
- Inspire confidence across the organization, operating with composure under pressure in a highly visible, regulated environment.

### Industry & Organizational Context

- Bring strong familiarity with the telecommunications ecosystem and regulatory environment, establishing credibility with key stakeholders.
- Operate effectively within USAC's unique hybrid structure (not-for-profit + quasi-governmental entity).



# The Candidate

The successful candidate will demonstrate a leadership style grounded in transparency, accountability, and strong governance partnership, with the ability to maintain regular and constructive communication with an engaged Board of Directors. The CEO must be comfortable operating in a highly visible and scrutinized environment, providing the Board with clear, timely updates and ensuring alignment on strategy, operational performance, and organizational priorities.

## COMPETENCIES & AREAS OF EXPERTISE

| USAC Core Competencies  | Competency Definitions  |
|---|---|
| <ul style="list-style-type: none"> <li>Plans and Aligns</li> </ul>                      | <ul style="list-style-type: none"> <li>The ability to ensure USAC’s business and work plans align with organizational goals. Linking each action and initiative to impacts on other departments.</li> </ul>   |
| <ul style="list-style-type: none"> <li>Communicates Openly &amp; Effectively</li> </ul> | <ul style="list-style-type: none"> <li>The ability to effectively communicate, both internally and externally in multiple modes and in a way that fosters understanding and dialogue. Engaging with others in a way that demonstrates emotional intelligence.</li> </ul>  |
| <ul style="list-style-type: none"> <li>Customer Focus</li> </ul>                        | <ul style="list-style-type: none"> <li>The ability to provide the best service to internal and external customers and exceed their expectations while maintaining the highest level of integrity. The ability to develop relationships with stakeholders and to listen to their input on areas of potential improvement.</li> </ul> |
| <ul style="list-style-type: none"> <li>Collaborates</li> </ul>                          | <ul style="list-style-type: none"> <li>The ability to build partnerships and relationships across the organization to meet shared objectives.</li> </ul>  |

## REQUIRED SKILLS:

- Significant leadership experience gained through a commercial enterprise, government agency, military service, nonprofit, association, or foundation, including management of financial operation that disburses a large amount of funds.
- 11+ years of relevant executive experience, including 5+ years of experience in leadership roles overseeing a substantial staff and a sizeable operating budget.
- History of attracting, motivating, developing, and retaining a high performing and diverse team.



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- Proven experience and ability to lead, direct and guide an organization as well as the ability and judgment required to manage complex programs that are subject to public oversight by a diverse group of stakeholders.
- Considerable experience working with federal, state, or local government entities.
- Outstanding interpersonal and communication skills, including demonstrated ability to work and collaborate with all levels in and outside an organization with complex relationships.
- Strong leadership presence, combined with flexibility, patience, and ability to balance and accommodate competing interests and perspectives.
- Unquestioned integrity and professional ethics with a demonstrated commitment to transparency, diversity, and public service.
- Significant experience in identifying, developing and deploying performance-oriented information technology organizations.

### PREFERRED SKILLS:

- Working knowledge and experience with the telecommunications industry and the FCC is strongly preferred.
- Master's degree with focus in management, finance, or operations.
- Experience working with a diverse, engaged governing board.
- Experience in audit, finance, information technology and/or internal controls.
- Ability to use influencing skills to lead cross-functional and cross-business teams to action and with impact.

### LOCATION & REMUNERATION

- Pursuant to FCC regulation, the USAC CEO's salary cannot exceed the maximum basic rate of pay in effect for Level I of the Executive Schedule under 5 U.S.C. 5312, currently \$253,100. USAC offers a competitive benefits package and a hybrid workplace schedule. The position is based in Washington, D.C.; USAC is an Equal Opportunity Employer.



# About Odgers

Odgers was founded in 1965. We offer integrated executive search and leadership advisory services through our 59 offices in 33 countries. During our 60-year history we have developed functional and sector expertise and built a global network of relationships. We are deeply rooted in our local markets, which we combine with global perspective and reach, enabling us to serve clients across six continents.

What we do matters; our work impacts peoples' lives and drives our clients' success. It is a privilege to help build the world's best leadership teams, a trusted role we never take for granted.

This ethos underpins our commitment to our clients and candidates and motivates our colleagues to strive for excellence in all we do.

## CONTACT DETAILS

We appreciate all expressions of interest, referrals, or nominations for this role. A comprehensive CV and a cover letter which sets out your motivation to take on such a role and encapsulates the aspects of your experience relevant to the required criteria would be appreciated. **Please submit to:** [USAC.CEO@odgers.com](mailto:USAC.CEO@odgers.com)

Or, to arrange for a conversation in confidence, please contact:

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