

Lisa R. Youngers

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SENIOR EXECUTIVE STRATEGIST/LEGAL COUNSEL/ADVOCATE/REGULATORY EXPERT

Achieves organizational efficiency and revenue growth by unraveling strategic and regulatory/legal complexities into actionable steps in the technology and telecommunications space to meet business objectives. Protects member value through M&A activities, operational integrations and streamlined internal processes. Ensures technological, business and policy initiatives are aligned and achieve beneficial impact across all functions.

KEY COMPETENCIES

- M&A, Closing, Integration
- Successful People Leader
- Manage Complex Regulation/Litigation/IP
- Advocate/Lobbyist (FCC, US Congress, White House, DOJ, federal/state/international agencies)
- Strategic Planning
- Internal/External Stakeholder Messaging
- 5G, Infrastructure/Broadband Deployment Specialist
- Collaborator across all industry segments

EXPERIENCE

Access Intelligence – Washington D.C.

2025-current

Consultant/Strategist – Providing advice in the Data Center, Power, Telecom and AI space for an upcoming conference and formation of an advisory committee regarding the expansion of data centers and the demand for power. Connecting the team with key contacts in the industry and government space. Ensuring leading industry and technical stakeholders are identified and included as participants, speakers, and advisory board members. Assist in developing critical messages, and speaker topics relative to this quickly evolving set of issues. Speaking at other industry events on the same topic. Monitor and advise the team on the latest legal and technical developments at the state, federal, and global level and how the changes are impacting the industry.

Tata Communications Limited – Washington D.C.

2020-2025

International General Counsel – Global head for all international legal workstreams: Commercial Contracts, Regulatory, M&A, Integration, Litigation, HR Legal, Intellectual Property, Artificial Intelligence, Product Counsel. Report on material matters to the Board of Directors. Ensure company regulatory compliance in more than 80 countries where Tata does business. Manage outside counsel budgets and legal team operations. Lead team of global lawyers and professionals to provide legal counsel to senior leadership and across all business units/entities including strategic advice and innovative legal approaches/projects to further the business objectives.

- Led legal support of M&A deals totaling \$171.2 Mn USD. Established first Legal Integration Office and structure to ensure legal integration issues are identified and implemented across all acquired entities. Created legal due diligence framework.
- Oversaw establishment of a domain name governance framework, maintenance of IP portfolio, and developed first internal AI governance structure.
- Provided key international regulatory support on major transactions and business planning including regulatory interventions, acquiring new licenses and regulatory resources, participating in regulator-required network and cyber security reviews, conducting new product reviews for roll-out.
- Led team that protects the company's interests through international litigation and HR litigation actions including robust responses to fraud or law enforcement requests, settlement of on-going commercial or employment disputes, handling of pre-litigation demands, and strategic litigation planning.
- Oversaw commercial legal team support/closing of major contracts and revenue generating activities including conducting complex negotiations and contract drafting, development of exception approval

matrices, created limited negotiation contract structure and other streamlined processes for contracting efficiency.

Fiber Broadband Association - Washington D.C.

2018-2020

Chief Executive Officer and President - Led the association through industry transformation and impact of major drivers including 5G rollout, infrastructure/broadband deployment, workforce demand/training, smart cities development, and the pandemic. Developed advocacy/lobbying action plan and resources. Oversaw strategic and competitive planning of association, financial and operational issues, meeting planning and programming, PR, and policy positions. Represented the association through extensive domestic and international speaking engagements. Testified before international government bodies and the U.S. Senate. Collaborated with global alliance of peer organizations. Developed digital strategy, virtual shows, membership value proposition, and diverse membership segments. Increased number of association committees including new Women in Fiber Group as well as increased leadership/participation. Collaborated on education programs, certifications, and workforce partnerships. Started on-line content hub and thought leadership portal. Spearheaded marketing alignment and board governance training. Creator of weekly live video issues series (Fiber for Breakfast) and new recurring association awards.

XO Communications and Nextlink (Icahn Enterprises) – Herndon, VA.

2006 - 2018

Chief Executive Officer, Nextlink

2016 - 2018

Led all aspects of the business including legal matters and litigation, trademark matters, financial, operational and technical objectives, engineering planning and implementation, spectrum management, M&A activity, public policy development, compliance, and strategic direction of the company with a focus on the roll-out of 5G. Reporting directly to Icahn Enterprises L.P. Board on all matters.

- Separated company from larger affiliate following \$2B transaction.
- Responsible for all aspects of standing up Nextlink as an independent firm under rapid time constraints.
- Completed sale of firm to larger competitor securing FCC and DOJ approvals without deal conditions.

Vice President and Assistant General Counsel, Federal Advocacy and Strategy, XO Comm 2008 - 2016

Oversaw company strategy and advocacy. Developed and provided counsel on regulatory litigation, internal and external messaging in all forums, social media, blogs, press and other outlets. Ran point as wireless/spectrum regulatory counsel/strategist to affiliate Nextlink. Served as key counsel/negotiator on legal/regulatory issues in negotiation and due diligence in acquisition activity providing counsel and direction to all levels of the company and board. Selected to lead corporate-wide initiatives to impact the success of the business and its employees.

- Extensively lobbied all levels of the FCC, Hill, Executive Branch, and states. Ensured business objectives informed all advocacy. Implemented/educated executives and internal teams on regulatory obligations and proposals. Developed/leveraged coalitions, industry partners, consumer groups, regulatory bodies and associations on common issues, lobbying and key messaging. Oversaw FCC filings, compliance matters, PAC filings, PAC Board activities and political spending.
- Launched all aspects of multi-faceted advocacy campaigns including: \$60+B special access industry reform, advancement of all telecom technologies, jobs4america and customers4competition including Hill/FCC/media/industry strategy.
- Successfully led build-out and license renewal project for 102+ licensees, setting industry-wide precedent. Responsible for all spectrum filings, spectrum policy issues and compliance.
- Secured positive outcomes of multi-year FCC 5G rulemaking for the industry/Nextlink.
- Successfully negotiated and counseled the \$2B sale of XO wireline assets and multimillion-dollar long-term lease and later sale of wireless spectrum assets. Provided extensive analysis and advice on complex issues. Successfully secured FCC and DOJ transaction approval without conditions.
- Led inter-departmental, corporate wide projects including a revised employee performance review system and a new employee recognition program.

Director, Federal Regulatory Affairs

2006-2008

Strategized and advocated policy/legal positions before the FCC and NARUC consistent with XO's core business objectives. Ensured effective XO participation in key dockets such as mergers, forbearance, numbering, intercarrier compensation, USF, VoIP CALEA and privacy. Ensured regulatory compliance on all issues. Responded to FCC inquiries. Provided legal and regulatory advice internally and oversaw company participation in appellate proceedings. Coordinated with consumer groups, coalitions, trade associations on key matters. Held primary responsibility for all wireless issues.

General Communication, Inc. ("GCI") – Washington D.C.

2004 - 2006

Federal Regulatory Attorney

Advised internal clients/executives on all FCC matters including enforcement and litigation, wireline, wireless, satellite and licensing matters, compliance, security issues, and USF (tele-health, e-rate, and low-income programs). Lobbied on key issues at all levels of the FCC and NARUC. Assisted with state filings.

MCI - Washington D.C.

1997 - 2004

Associate Counsel/Federal Advocacy

Provided legal advice to internal business and technical clients with areas of focus on litigation and enforcement, compliance and local competition. Directed strategic litigation and advocacy plans for key cases resulting in more than \$168 million in settlements or savings. Wrote FCC comments in major dockets (e.g. pricing, forbearance, interconnection and arbitrations). Held primary responsibility for participation in all major RBOC mergers/conditions. Litigated all aspects of FCC complaints, negotiated settlement agreements, and managed primary jurisdiction referrals. Collaborated with allies and associations in joint advocacy, complaints, and industry workshops. Wrote speeches, testimony, and talking points for Hill, FCC and industry meetings.

Office of the Minnesota Attorney General, Public Utilities Division – St. Paul, MN

1995-1997

Counsel to the Minnesota Public Utilities Commission/Assistant Attorney General

Wrote appellate briefs/motions and appeared before the MN Court of Appeals and Federal District Court. Litigated more than 100 bench hearings on detail to the Public Safety Division. Provided public and private legal advice, procedural counsel and strategy to the Public Utilities Commission Commissioners and staff on telecommunications and energy matters, including: local interconnection arbitrations, long distance entry cases, local competition rulemaking, local number portability, local certificates of authority, utility regulation by municipalities, pricing plans, resource selection plans, environmental externalities, ex parte rules, and interpretation of the 1996 Telecommunications Act. Counselor to the Rail and Trucking Safety Board.

OTHER RELEVANT EXPERIENCE**Federal Communications Commission** – Washington D.C.**Common Carrier Bureau, International Policy and Facilities****Legal Intern**

Responded to Hill inquiries. Drafted orders, comment summaries and notices to licensees. Supported staff lawyers in meetings with licensees, foreign regulator, and Intelsat working party groups.

Conus Communications (Hubbard Broadcasting) – St. Paul, MN**Satellite Coordinator and News Producer**

Managed C-band and Ku-band satellite transmissions. Bought and sold satellite capacity for broadcast and data transmissions. Managed news/satellite operations and crews, field produced live news, wrote/edited news stories, coordinated news segments for clients MacNeil Lehrer NewsHour and The Weather Channel.

EDUCATION**Mitchell Hamline College of Law** (f/k/a The William Mitchell College of Law) – St. Paul, Minnesota

Juris Doctor, Magna Cum Laude

University of Wisconsin – Madison, Wisconsin

Bachelor of Arts Degree, Double Major: Communications Arts and Sociology

Harvard Business School, Executive Education – Cambridge, Massachusetts

Certificate, High Potentials Leadership

Michigan State University, Institute of Public Utilities – Lansing, Michigan

Certificate, Regulatory Studies

BOARD ROLES

Director, The Switch (Media Company), 2023-2025

Director, Fiber Optic Sensing Association (FOSA), 2018-2020

Director, Fiber Broadband Association-LATAM, 2018-2020

Trustee and Board Treasurer, Kappa Alpha Theta Foundation, 2020-current

- Committees: Executive, Finance & Audit, Investment, Governance (led effort to streamline Code of Conduct, Confidentiality & Trustee mandatory materials, proposed changes to board nominations process)

Director and Board Vice President, New Solutions, 2018-current

- Committees: Executive (led effort to streamline sign-off of mandatory director policies, changed board recruitment process/prioritization as part of board governance/nominations), Compensation (created committee and processes)

Director and Board Vice President, University of Wisconsin, Board of Visitors (Sociology), 2017-current

- Committees: Board Recruitment/Nominations

Member, DC5G Advisory Board, 2018-2020

Director, Somos, Inc. (formerly SMS/800), Elected by Industry-wide Vote, 2014-2017

- Committees: Audit, Compensation, Regulatory; led strategy regarding trademark planning

Director, Incompas (formerly Comptel), 2014-2017

- Committees: Policy & Strategy, Programming & Frequent Speaker

Director, The Hub (formerly TelecomHub), 2011-2017

- Committees: Programming & Frequent Speaker

Director, Dunn Loring Swim Club, Vienna, VA, 2014-2019

- Committees: Personnel, Nominations/Governance (candidate search/elections; new member on-boarding); developed policies for board directors and employees

Scholarship Director, Vienna Youth Incorporated Board, 2012-2020

MEMBERSHIPS

District of Columbia Bar

Minnesota State Bar

Federal Communications Bar Association