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NATALIA DELGADO
Adjunct Senior Research Scholar
Director, Cuba Capacity Building Project
Columbia Law School

Management Experience

Huron Consulting Group Inc., September 2004-December 31, 2011

Natalia served as a member of the five-person management team that took public a consulting firm and in six years grew it into a business with over \$600 million of annual revenues as of December 31, 2010.

- In that capacity, she participated in charting the business strategy and oversaw the legal aspects of the acquisition and integration of over 15 businesses, the disposition of several businesses, two public offerings, and several re-financings of the company's credit facilities.
- Natalia created the legal and corporate governance structures necessary for the business to operate as a public company and expand nationally and internationally, including a corporate compliance function to address the increasingly complex nature of a rapidly-growing business operating in the U.S., Asia, Europe and the Middle East and subject to numerous regulatory frameworks.
- In early 2009, Natalia served as principal counsel to the audit committee of the board in an internal investigation into financial reporting, which resulted in a major financial restatement and the replacement of senior management. Thereafter, she served as the lead inside lawyer in the resolution of the business and legal issues resulting from the financial restatement, including promptly filing restated financials and swiftly resolving a class action securities lawsuit.

Board Experience

For over five years, Natalia served on the board of the **Chicago Transit Authority**, one of the largest public transit systems in the world with an aging infrastructure, inadequate funding, a unionized workforce, and shifting transportation demands. She also served on the board of the **Illinois Finance Authority**, which provides low-cost financing to Illinois businesses and business development projects. Natalia has served on the **Oberlin College President's Advisory Council**, as co-chair of **Appleseed**, an organization that leverages the talents of law firms, and other professional organizations to promote positive social change, as well as on the board of the **National Women's Law Center**, which for 40 years has been expanding the possibilities for women and girls through litigation and advocacy.

Start up Experience

After retiring from Huron, Natalia founded a major project at Columbia Law School, the Cuban Capacity Building Project. The project aims to empower Cubans, who have lived over 60 years in a socialist system, to create a legal framework that attracts substantial foreign investment that will serve as a motor of economic development; a tax system that will encourage private economic activity and generate tax revenues needed

for vital infrastructure improvements; and corporate and commercial law that create greater transparency and greater certainty for entrepreneurs and other private actors in the new economy. To date, the project has delivered case books donated by the law faculty on subjects such as property, corporations, tax, arbitration, and commercial law to law schools in Cuba. Natalia also developed a website that can be accessed by all around the world: [Horizonte Cubano](#) (Cuban Horizon) providing information on how market system institutions work, along with giving a voice to Cuban and Cuban American scholars to comment on developments in Cuba. Over three years, the website has acquired over 100,000 regular users and its articles are disseminated through numerous portals in Cuba to thousands more. She estimates that there have been over a million page views (over a third from Cuba) from academic, governmental and press institutions, as well as individuals in over 200 countries

Honors

Natalia was selected for the Class of 2012, DirectWomen Corporate Institute, an organization that positions an elite group of exceptional senior women lawyers as directors of major U.S. corporations.

Professional Activities

Throughout her career, Natalia has been active in legal activities focused on professional responsibility and access to justice. In 2008, she participated in tailoring the ethical education curriculum at the **University Of Chicago Law School** and served for several years as an instructor of the new course. She has presented on the topic of professional responsibility and ethics at bar association programs.

Personal

Natalia, who graduated from Oberlin College in 1976, received her J.D. in 1981 from the University of Michigan Law School. She was born in Cuba in 1953, is married and lives with her family in New York.

For additional detail on Natalia's experience, please see Appendix hereto.

APPENDIX

Work History

Director, Cuba Capacity Building Project at Columbia Law School. *September 2014 – present*

Senior Counsel to the Board of Directors and Corporate Secretary, Huron Consulting Group Inc. *February 2011 – December - 2011*

Vice President, General Counsel and Corporate Secretary, Huron Consulting Group Inc. *September 2004 – February 2011*

Principal, Goldberg, Kohn, Bell, Black, Rosenbloom & Moritz, Ltd., Chicago, Illinois. *January 1999 –September 2004*

Partner, Jenner & Block, Chicago, Illinois. *January 1990 – January 1999*

Associate, Jenner & Block, Chicago, Illinois. *October 1984 – January 1990*

Associate, LeBoeuf, Lamb, Leiby & McRae, New York, New York. *September 1981 – October 1984*

Over the course of 23 years in the private practice of law, Natalia handled a wide variety of transactions, with increasing levels of responsibility, including public offerings, private placements of securities, issuance of municipal obligations, mergers and acquisitions, restructurings, recapitalizations and financings in the real estate, insurance, energy, defense, financial services, and retail industries.

Counselor-Coordinator for Latino Students, Oberlin College, Oberlin Ohio. *June 1976 – August 1981.* Admissions, recruitment and academic counseling focused on increasing enrollment by students of Hispanic origin.

Education

University of Michigan Law School, Ann Arbor, Michigan. *J.D. 1981*

Oberlin College, Oberlin, Ohio. *A.B. 1976*

Honors

DirectWomen Corporate Institute, Class of 2012

Select Professional Activities

Member, Planning Committee, Corporate Counsel Institute, Northwestern University Law School, 2005 – 2011

Co-Chair and Speaker, Practicing Law Institute Seminar, “Preparation of Annual Disclosure Documents”, co-chair 2002-2007; speaker 2002 – 2009

Instructor, University of Chicago Law School, Legal Professional Responsibility in the Corporate Setting, academic years 2008 – 2010

Participant, Committee to Develop New Ethics Curriculum, University of Chicago Law School, Fall 2008

Participant, Working Group to Develop Accelerated JD Program, Northwestern University Law School, *Spring 2008*

Speaker, Chicago Bar Association Panel on Professional Development, *Spring 2007*

Speaker, Columbia University Law School Conference, “Gatekeepers Today: The Professions After the Reforms”, *September 2006*

Note on “Corporate ‘Partnership’ Agreements” in David Zarfes and Michael L. Bloom, Contracts and Commercial Transactions (Aspen Casebook Series) (2011)

Civic Activities

Co-Chair and Speaker, Chicago Bar Association and Chicago Bar Foundation, 11th Annual Pro Bono and Public Service Awards, *July 2009*

Board Member, Chicago Transit Authority (metropolitan transportation authority) 1987 – 1992, Chair, Budget and Procurement Committees

Board Member, Illinois Finance Authority (government bonds) 2002 – 2004

Co-Chair of the Board of Directors, Appleseed (network of public interest law centers throughout the U.S. and Mexico) 2011 – 2013, National Board Member, 2006 – 2013

Advisory Board Member, New York Appleseed, 2013 – present

Board member, National Women’s Law Center, 1999 – present

Member, Oberlin College President’s Advisory Council, 2011 – 2014

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