

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



Management Experience

Huron Consulting Group Inc., Chicago, Illinois, Vice President and General Counsel *September 2004-February 2011*; **Senior Counsel to the Board of Directors** *February 2011-December 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 one of the top health care consulting firms in the country with over \$600 million of annual revenues as of December 31, 2010.

- In that capacity, she participated in charting the company's business strategy. She oversaw the legal aspects of the acquisition and integration of over 15 businesses, the disposition of several businesses, two public offerings, several re-financings of the company's credit facilities, public disclosures, earnings calls and press releases.
- Her duties included developing strategy for managing and safeguarding the data of the company, its clients and employees, as well as dealing with data breaches.
- 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 class action securities lawsuits.

Private Legal Practice

Goldberg Kohn, Chicago, Illinois, Principal, 1999-2004

Jenner & Block, Chicago, Illinois, Partner, 1990-1999, Associate, 1984-1990

LeBoeuf, Lamb, Leiby & McRae, New York, New York, Associate, 1981-1984

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 (both debt and equity), 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 for a variety of enterprises, including corporations, partnerships and cooperatives. In particular, she represented banks in regulatory matters and in purchases and sales of loan portfolios and other assets, as well as mergers and

acquisitions. Her clients included The Mills Corporation, General Dynamics Corporation, the City of Chicago, LaSalle National Bank, Banco Popular de Puerto Rico, Fitchburg Gas & Electric Light Co and the True Value Company (True Value Hardware Stores).

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**, a national network of 17 public interest law centers located throughout the U.S. and Mexico that leverages the talents of law firms, and other professional organizations to promote positive social change and education for all. She has been serving for more than a decade on the board of the **National Women's Law Center**, considered by many to be the nation's premier organization for expanding the possibilities for women and girls through litigation and advocacy.

Honors

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

Natalia is the first recipient of her high school's Sacred Heart Greenwich Professional Excellence Award (2018) for distinguished achievement in her profession.

Professional Activities and University Positions

Since January 2014, Natalia has been the Director of the Cuba Capacity Building Project at **Columbia Law School**, and in September 2014 she was appointed Adjunct Senior Research Scholar. The aim of the Cuba project is to develop expertise among Cubans in positions of responsibility in order to successfully change the country's centralized economy and begin its incorporation into the world economy. Activities include providing Cuban academics access to global databases of academic scholarship and creating a collection in Cuba of legal materials in the areas of contracts, enterprise organization, corporate finance, and international finance, and sponsoring workshops and academic exchanges to develop understanding of those subject areas.

In 2019, the Cuba project launched a website that reaches a far broader audience in Cuba, providing informational posts on the impact of Cuban policies on the economy and society and the operation of legal institutions in market economies: <https://horizontecubano.law.columbia.edu/>. In addition, the website publishes articles on regulatory changes in Cuba of interest outside of Cuba.

From 2012 to 2013, Natalia served as Levin Fellow at the **SUNY Levin Institute**.

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. At numerous bar association programs in Chicago, Illinois, she has been a presenter on various topics ranging from professional responsibility and ethics to securities regulation.

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

Adjunct Senior Research Scholar and Director of the Cuba Capacity Building Project, Columbia Law School. *September 2014 – present* (Director since January 2014)

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

Vice President, General Counsel and Corporate Secretary, Huron Consulting Group Inc., Chicago, Illinois. *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*

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

Speaker, XVII Jornada Internacional de Derecho de Contratos, Havana Cuba, 2018

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

Founding Board Member, Young Women’s Leadership Charter School of Chicago, 1999 (*currently member of advisory board*)

October 2018