



Sylvia Khatcherian

General Counsel & Chief Administrative Officer | Global Tech & Financial Services

Global legal executive and Chief Administrative Officer with an operational and commercial mindset and vast experience serving as lead global counsel to two Fortune 100 financial services companies, Deputy General Counsel to a premier asset management firm and General Counsel & Chief Administrative Officer at a tech/AI start up. Enabler of early adoption of technology innovations to advance and transform businesses, in risk managed and regulatory compliant manner.

Experience in creating value by enabling business growth; enhancing operational effectiveness; building capability; structuring complex commercial transactions; securing/protecting intellectual property (IP) rights/information assets; enabling use and cross border data transfer in compliance with privacy, data protection and cyber security laws.

Strengths: collaborative spirit; ability to translate business requirements into practical applications that achieve defined business outcomes; formulate/implement multi-dimensional solutions by partnering with disparate groups across regional and cultural differences; build/lead/develop high-performing teams. *Board experience.*

Professional Experience

DeMarco Law, NYC
Of Counsel

2023 –

MiiM, Inc.

2021 –2023

Tech start-up developing products using AI/computer vision

Chief Administrative Officer & General Counsel

Oversaw **Legal, Finance, HR** and external relations and performed all commensurate duties of these roles. Guided the engineering team in responsible development of AI in view of evolving regulatory landscape.

Bridgewater Associates, LP, Westport, CT

2015 – 2020

Deputy General Counsel, Legal and Regulatory Group

Lead the legal team, comprising of internal and dedicated external resources, providing firm-wide coverage of **technology, information/cyber security, privacy, IP, and commercial transactions** matters.

- Supported capability building, improved operational effectiveness:
 - Enabled Firm's expansion of business capabilities in China by guiding deployment of tech/security infrastructure and design of trans-border information flow consistent with PRC Cyber Security Law and financial services regulatory requirements
 - Instrumental in enabling transformation of corporate shared service functions to improve service quality/cost effectiveness by leading strategic partnership negotiations with global service provider; advisor to the team managing the transition
 - Enabled rapid, enterprise-wide coordinated response to cyber incidents: enhanced cyber-incident readiness by developing/implementing a response plan, in coordination with Security
 - Mitigated operational risk with 3d-party providers by initiating development/implementation of Firm's vendor due-diligence program, in collaboration with Security and Finance departments
 - Furthered AI development by setting up/operationalizing (stand-alone entity) a new AI/ML focused subsidiary, Elemental Cognition (previously internal dev group); secured patent protection for inventions.
- Secured/protected information and IP assets:
 - Led assessment of Firm's compliance readiness with evolving privacy, data protection/cyber security laws; developed/implemented Firm's policies/procedures for use and cross border transfer of data
 - Created/implemented a holistic IP and information asset protection program that met business objectives (strengthened coordination among business stakeholders/security department)

Morgan Stanley, New York, NY

2001 – 2015

Managing Director, Legal and Compliance Division

Global head of global team overseeing **Tech, Privacy, IP & E-Commerce** matters firmwide. Managed team based in NY, London, Singapore, Hong Kong with budget of \$10M+. Served as **GC to Global Tech & Data** (13,000+ global workforce supporting functions across Firm's BUs and operations in 43 jurisdictions). Served as Member of the global **Technology Governance Committee**, as Counsel to the **Cybersecurity Program** and several other committees: **Global Information Security Governance; Supplier Risk Governance; Global Workforce Strategy Steering Committee** (overseeing 65 delivery centers, 9,000 resources); and **Business Continuity Governance**.

- Supported capability building:
 - Enabled continued business growth by developing strategy/procedures for adopting cloud computing, data analytics, mobile tech/use of social networking in risk managed and regulatory compliant manner
 - Instrumental in enabling successful implementation of strategic business initiatives by managing execution of infrastructure/services arrangements, acquisitions, and divestitures (JV with Mitsubishi, Smith Barney acquisition, Discover divestiture)
 - Part of team that enabled geo expansion/local regulatory compliance (15 new countries) by devising strategy for deployment of tech/cross border transfers of info consistent with local requirements
 - Enabled use and cross border data transfers for Firm's business operations across 43 jurisdictions by developing/overseeing the firm's Global Privacy and Data Protection program
 - Instrumental in Firm's transition to a Financial Holding Co. by guiding Tech & Data through transition
 - Advised on development of policies/procedures consistent with global regulatory requirements on outsourcing, information security, cybersecurity, and business continuity.
- Improved operational effectiveness: Enabled outsourcing/offshoring strategy development; led development/implementation of Supplier Mgt Program (2,500 suppliers, \$4Bn+ spend).

American Express, New York, NY

1995 – 2001

Head of Technology Law Group, General Counsel's Office

Served as Member of the **Technologies Executive Team**, CIO's mgt team leading tech services to support delivery of products/services. Protected innovations, enabling monetization of Firm's investments by leading development of patent protection/licensing program. Support development of new on-line client offerings.

Additional Professional Experience

Brown Raysman & Millstein, NY, NY, Partner, 1988-1995

Brooklyn Law School, NY, Adj. Professor, Internet Law; Law/Tech, 1996 – 2003

Board Experience, Industry & Thought Leadership

- **Reynen Court LLC** (startup app store for AI and other legal technology), Board Member, 2019 –2022.
- **International Bar Association (IBA)**, Member, **Management Board**, 2005 - 2014; Member, **Constitution and Governance Committee**, 2023 –; **Chair, IBA Legal Practice Division**, 2011 – 2012.
- **NYC Office of Technology & Innovation**, Member, **NYC AI Advisory Network**, 2024 –
- **New York City Bar Association**, **Chair, Tech, Cyber & Privacy Law committee**, 2019 – 2022; **Co-Chair, AI subcommittee**, 2023 –, focusing on legal/policy issues with technology innovations.
- Frequent panelist, including at the IBA.

Education

New York University School of Law, JD. | Barnard College, Columbia University, A.B., *magna cum laude*.