



# Linda N. Elkins

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**Board Director | Global Innovation & Growth | Product Development | Patented Inventor**  
Partnerships (Contract Manufacturers & Startups) | Digital Transformation (ERP) |  
Organizational Change | P&L | Value Creation | Process Optimization |  
Global Regulated Environments | Healthcare and MedTech | Strategic Planning

## Executive Highlights

- **Strategic and innovative technical leader** with end-to-end product experience from concept through **FDA approval** and commercialization.
- **Technology and IP** strategist who **founded an internal startup, directed innovation teams, and secured 2 patents** in next generation medical device technology.
- Investment program architect who co-created and executed an **equity investment program** that **accelerated growth and market entry** through strategic partnerships.
- Startup advisor leveraging **deep venture capital relationships** to shape go-to-market strategy, advance innovation, and drive investor-aligned scaling.
- Proven driver of **enterprise value and measurable ROI** through manufacturing optimization, digital transformation, and KPI-driven financial management in a \$5B company.
- Experienced board director with governance roles in a **healthcare system, private MedTech company, and nonprofits**, actively serving on the Finance and Strategy, and Investment Committees.
- Dynamic, **collaborative people leader** with broad expertise across **medical devices, MedTech, manufacturing, and industrial products**.

## Board Experience

<b>Norman Noble, Inc.</b> (medical device manufacturing – private co.)   Inaugural Advisory Board of Directors <i>–Provide governance insight on growth strategy, implementing emerging technology, and succession planning</i>	2025 – present
<b>Bozeman Health</b> (integrated health care system - nonprofit)   BoD Finance and Strategy Committee <i>–Oversight of healthcare operations, finance, and strategy for a regional integrated health system, including joint ventures</i>	2025 – present
<b>USA Swimming</b> (national governing body - nonprofit)   BoD Investment Committee <i>–Optimize USA Swim and Foundation financial investments, ensuring capital preservation and alignment with strategic initiatives.</i>	2025 – present
<b>Montana Surf</b> (youth soccer organization - nonprofit)   Board of Directors and BoD Finance Committee	2024 – present

## Professional Experience

### Consulting

**Montana State University – Mentor in Residence** 2025 – present  
Mentor university research translation teams to support them in their commercialization efforts

**BioSens8 – Business and Operations Advisor** 2025 – present  
Advise early-stage startup on GTM strategy, business operations, and initial equity raise

**Lehrkinds, Inc.** 2024 – 2025  
Conduct comprehensive operational audit of CPG facility and reported on the top optimization strategies

### **W. L. Gore & Associates, Remote and Santa Clara, CA**

15 years advancing medical product operations, 7 years building an innovation ecosystem, and 2 years delivering enterprise-wide digital transformation

## Head of Value Realization and Financial Management – Enterprise Transformation

2023 – 2024

- Partnered with CIO to drive enterprise-wide ERP deployment, capturing **\$25M+ in savings in FY24** through system integrator and supplier optimization. Prepared content for CFO and Board.
- **Directed multi-hundred-million-dollar transformation budget**; established benchmarks, savings targets, and reporting to ensure **under-forecast delivery**.
- Prioritized and executed **50+ manufacturing optimization projects** to increase capacity, reduce complexity, and maximize ROI

## New Business Development Leader and Head of Gore Innovation Center

2016 – 2023

- Founded and **led internal AgTech startup** through Round A approval, securing executive buy-in and VC engagement.
- Identified two high-potential business models projected to deliver **\$10M+ revenue within 5–7 years**.
- Built and launched Gore's **Innovation Center in Silicon Valley**; conducted diligence on 100+ prospects, **executed three joint development agreements** and transferred ownership to business divisions.
- Established **global innovation operating model** across EMEA and APAC; co-managed micro-equity investment program for early-stage partnerships (<\$1M).

## Plant Technical Leader (Medical Products Division)

2012 – 2016

- Directed engineering and operations for FDA-regulated medical device facility, **achieving highest yield (>90%) across Gore plants** with exemplary compliance and safety.
- **Oversaw technical teams** (20+ direct, 100+ influenced) and R&D reviews, enabling successful commercial launches.
- Maintained **employee retention averaging 7+ years** by fostering a culture of innovation and development.

## Engineering Project Manager (Medical Products Division)

2007 – 2012

**Commercialized a Class III 510(k) device in 18 months** — on time and on budget. Applied design for manufacturing principles to ensure efficient scale and seamless transition from development. **Awarded two patents** for next generation medical device technology.

## R&D Engineer & Manufacturing/Quality Engineer (Medical Products Division)

2000 – 2007

Led product design and testing. Regularly applied LEAN principles in manufacturing; resolved multiple CAPAs and NCRs.

## Professional Triathlete

2004 – 2008

Competed worldwide, **raced for Team USA** (sponsor—Luna Chix); 4-time competitor in Ironman World Championship (Hawaii)

## Education

**MBA, Dual Major in Strategic Management and Innovation and Entrepreneurship (2023)**

University of Pennsylvania, Wharton Business School: Graduated with Honors (top 20%)

**MS, Dual Major in Biomedical Engineering and Mechanical Engineering**

University of Michigan, Rackham Graduate School

**BS, Mechanical Engineering**

University of Notre Dame: Varsity Swimming (four years) – Captain, All-American

## Patents

- Iliac bifurcated endoprosthesis medical apparatus and method of deploying same, US 8945200
- Implant assembly with tactile indicator, US 9387097

## Certifications

- Corporate Governance: Maximize Your Effectiveness in the Boardroom (Wharton Online: 2025)
- Venture Capital University (University of California, Berkeley: 2020)
- Board Effectiveness Training (How Women Lead: 2019)

## Honors and Affiliations

- 50 Women to Watch for Boards Nominee (2025)
- Top 100 Women of Influence - Silicon Valley Business Journal (2019)
- MedTech Innovator: Judge, Mentor, and Pitch Reviewer (2025 – present)
- Private Directors Association (2024 – present)
- Innovation Executive Forum (peer to peer Innovation Leader collaboration) Co-Chair (2019 – 2023), Member (2016 – 2023)