



Linda N. Elkins

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Board Director | Global Innovation & Growth | Product Development | Patented Inventor
Global Execution & Leadership | Value Creation | P&L | Med Device, MedTech, Industrial Mfg.
Organizational Change | Partnerships (Corporates, Startups, Contract Mfg.) | Strategic Planning
Global Regulated Environments | Process Optimization | Digital Transformation (ERP)

Executive Highlights

- **Board director and former global operating executive** with governance roles in a **private MedTech company, healthcare system, and nonprofits**, actively serving on the Finance and Strategy, and as Chair of an Investment Committee.
- Proven driver of **enterprise value and measurable ROI across multi-site manufacturing environments** through process optimization, digital transformation, disciplined capital allocation, and KPI-driven financial management in a \$5B company.
- **End-to-end product and commercialization expert** with hands-on experience from concept through FDA approval, including manufacturing scale-up, regulatory, and risk management **across medical devices and MedTech**.
- Hands-on technology and IP strategist who has **built innovation ecosystems, executed joint development agreements, structured early-stage equity partnerships, and secured multiple patents** in next-generation medical device technology.
- **Corporate innovation and venture-building executive** with deep expertise founding internal startups, launching new business models, and partnering with venture-backed companies to evaluate, validate, and advance commercialization pathways.
- **Startup advisor and ecosystem builder leveraging deep relationships** across OEMs, contract manufacturers, health systems, and venture capital, to shape GTM strategy, support fundraising, and accelerate scale.
- **Experienced practitioner at generational leadership transitions** having navigated a 2nd to 3rd generation change and currently guiding a company through a 3rd to 4th generation transition.
- **Dynamic, collaborative people leader** known for supporting leadership teams through growth, execution, and commercialization inflection points.

Board Experience

Norman Noble, Inc. (medical device manufacturing – private co.) | Inaugural Advisory Board of Directors 2025 – present
– Provide governance and strategic direction as the sole governing body for this multi-generational, family-owned manufacturing company, partnering with the CEO and leadership team on growth, technology adoption, and succession planning.

Bozeman Health (integrated health care system - nonprofit) | BoD Finance and Strategy Committee 2025 – present
– Oversight of healthcare operations, finance, and strategy for a regional integrated health system, including joint ventures

USA Swimming (national governing body - nonprofit) | BoD Investment Committee 2025 – present
– Optimize USA Swim and Foundation financial investments, ensuring capital preservation and alignment with strategic initiatives.

Montana Surf (youth soccer organization - nonprofit) | Board of Directors and BoD Finance Committee 2024 – 2025

Professional Experience

Consulting

Medical Device - US Expansion 2026 – present
Accelerate U.S. market entry and early commercial traction for an international company with a novel medical implant technology, leveraging strategic partnerships to validate and advance qualified opportunities.

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

Strategy and Business Advisor – BioSens8, Flourish Medical 2025 – present
Advise and support early-stage startups on GTM strategy, business operations, and fundraising

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, **ensuring disciplined investment, appropriate capital allocation, KPI alignment, and 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 regulated medical device facility, **achieving highest yield (>90%) across Gore plants** with exemplary machine performance, 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)