

CARYN MASTERS

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ENTERPRISE OPERATIONS EXECUTIVE

Science-trained operations executive with 15+ years leading regulated manufacturing, biotechnology, food and ingredient operations, engineering, quality, and supply networks. Proven record stabilizing complex production systems, scaling manufacturing capability, governing external partners, and designing operating models that support long-term organizational growth. Experience spans industrial food production, fermentation-driven food and ingredient operations, biotechnology manufacturing, and supplier-dependent global manufacturing.

CAREER HIGHLIGHTS

- **Enterprise Operations:** Unified governance across 16 technical facilities and 250+ service providers supporting more than 1 million annual engineering and production-critical activities.
- **Operational Turnaround:** Reduced turnaround times by more than 90%, increased throughput 65%, and improved enterprise planning accuracy 82% through operational redesign and performance governance.
- **Capital Strategy:** Increased approved infrastructure investment by more than 1,000% through risk-based portfolio governance and executive decision support.
- **Biotechnology Growth:** Expanded operations from two to three facilities while supporting internal manufacturing and technical teams comprising 150+ professionals.
- **Greenfield Startup:** Built a regulated food and ingredient testing operation from construction through staffing, accreditation, and customer launch in fewer than five months.

PROFESSIONAL EXPERIENCE

ENGINEERING OPERATIONS LEADER (*promoted from Production Support Operations Leader*) August 2023 – Present
The Boeing Company | *Fortune 50 global aerospace & defense manufacturer*

- Direct enterprise operations across 16 facilities supporting more than 1 million annual technical activities, leading 250+ internal and external service providers while aligning engineering readiness, quality, capacity, and customer requirements across 60+ business units.
- Resolved systemic production-readiness challenges across engineering, manufacturing, and quality, reducing operational risk 34% while redesigning service workflows that cut turnaround time more than 90% and sustained 98% service performance.
- Introduced enterprise performance dashboards covering throughput, backlog, equipment readiness, service performance, and capacity, improving planning accuracy 82% and strengthening executive decision-making.
- Developed multi-year workforce and capital strategy that expanded engineering capacity 58% while increasing enterprise infrastructure investment more than 1,000% through risk-based prioritization.
- Govern enterprise operations within Boeing's supplier-dependent manufacturing ecosystem, partnering across external manufacturers to align quality, technical readiness, capacity, delivery, and production continuity.

SENIOR MANAGER

March 2021 – August 2023
Nanostring Technologies, Inc. | *GxP/cGMP publicly traded life sciences technology company (Nasdaq: NSTG)*

- Led technical operations across a hybrid biotechnology manufacturing environment in which oligonucleotides, intermediates, reagents, and final kits were produced internally while instrument manufacturing was performed through an external partner.
- Expanded biotechnology operations from two to three facilities while supporting 150+ manufacturing, engineering, scientific, and technical professionals through relocation, startup, and operational readiness.
- Shaped \$5.4 million in capital investment using lifecycle, utilization, reliability, and capacity data to prioritize infrastructure and long-term manufacturing needs.
- Strengthened external-partner performance through service expectations, governance standards, operating metrics, and escalation processes, improving reliability 87%.

- Integrated manufacturing, engineering, facilities, quality, procurement, supply chain, and scientific teams to align internal production, externally manufactured instruments, and commercial demand.

GENERAL MANAGER

July 2020 – March 2021

Matrix Sciences | *GxP/cGMP national food manufacturing safety & quality assurance testing network*

- Directed operations, quality, budgeting, customer delivery, and regulated laboratory operations supporting food manufacturers, ingredient producers, agricultural businesses, and municipal water systems.
- Reduced compliance risk 78% through audit readiness, investigation, corrective action, safety, and quality-system improvements.
- Stewarded a \$3.2 million operating budget and capital portfolio while reducing turnaround time 56% and improving customer satisfaction 82%.

DIRECTOR

March 2019 – January 2020

Mérieux Nutrisciences | *GxP/cGMP global food manufacturing safety & quality testing organization (Institut Mérieux)*

- Built and launched the company's first Washington State operation from construction through staffing, accreditation, licensing, customer onboarding, and commercial launch in fewer than five months.
- Directed microbiological and analytical testing supporting commercial fermentation processes for wineries, breweries, and distilleries, providing product chemistry, contamination, spoilage, stability, and release data to manufacturing operations.
- Established scalable systems for equipment lifecycle management, external laboratory and vendor oversight, corrective action, safety, and quality assurance, reducing operational risk 61%.

SECTION CHIEF (promoted from Manager)

January 2016 – January 2019

State of Kansas Public Health | *State government public health system*

- Directed six statewide public health programs while implementing 18 testing platforms that expanded statewide capability 350% across hospitals, clinical laboratories, state agencies, the CDC, and specialized reference laboratories.
- Managed annual operating and capital budgets exceeding \$13 million and secured more than \$10.5 million in state and federal funding for infrastructure, surveillance, and technical expansion.
- Led and developed 65+ professionals, establishing standardized training, competency, quality, and workforce systems that improved readiness 45%.

MICROBIOLOGY AND FOOD SAFETY LEADER

February 2012 – January 2016

Tyson Foods, Inc. | *Global food and ingredient manufacturer*

- Led microbiological and food safety operations within high-volume beef manufacturing, integrating microbial control, process performance, regulatory compliance, and production decision-making.
- Conducted microbial biomapping and partnered with operations to strengthen process controls, improve production consistency, develop technical personnel, and maintain USDA and FDA regulatory readiness.

EDUCATION | CERTIFICATIONS

DOCTOR OF BUSINESS ADMINISTRATION (DBA) – Organizational Leadership and Development

MASTER OF SCIENCE (MS) – Biology

BACHELOR OF SCIENCE – Biology

LEAN SIX SIGMA BLACK BELT

ASQ INTERNAL AUDITOR