



## Biography

Daniel J. Ryan is vice president of Operations for Raytheon Integrated Defense Systems. In this role, he is responsible for all aspects of the development and manufacturing effort; facility operations; environmental, health and safety programs; and security services. A key area of focus has included transitioning the manufacturing effort from a traditional model to a lean manufacturing model with a results-based cultural shift. This effort was recently validated with 29 U.S. Navy Best Practice Awards, the 2006 Association of Manufacturing Excellence Award, 2007 Shingo North American Silver Medallion for excellence in manufacturing (called “The Nobel Prize of manufacturing” by *BusinessWeek* magazine).

His organization supports 16 Raytheon locations within the U.S. and two international locations, with more than 5.8 million square feet of engineering and manufacturing space. He was appointed to this position in March 2004.

Raytheon Company, with 2007 sales of \$21.3 billion, is a technology leader specializing in defense, homeland security and other government markets throughout the world. With headquarters in Waltham, Mass., Raytheon employs 72,000 people worldwide.

Integrated Defense Systems is Raytheon's leader in Joint Battlespace Integration providing affordable, integrated solutions to a broad international and domestic customer base, including the U.S. Missile Defense Agency, the U.S. Armed Forces and the Department of Homeland Security.

Before assuming his current position, Ryan was the vice president of Facilities; Security; and Environmental, Health and Safety for IDS. He

previously served as director of Operations for the Naval and Maritime Integrated Systems business unit of Raytheon Electronic Systems, an organization with sales of more than \$900 million. In this capacity, he had oversight responsibility for operations in Portsmouth, R.I.; Andover, Mass.; San Diego, Calif.; and Keyport, Wash.

Since joining Raytheon in 1981, Ryan has held various positions of increasing responsibility. He served as the operations program manager for theater air defense shipboard radar programs with annual sales of \$250 million. He also served as manufacturing manager for Electronic Systems, supervising a variety of manufacturing programs for the U.S. Navy.

A personal area of interest for Ryan is community relations. This has led to many company-sponsored community projects, including Special Olympics, military personnel and family support programs, roadside cleanup efforts, and emergency medical services and fire department training programs.

Other positions held within Raytheon include industrial engineer, quality manager, manufacturing manager, and programs director supporting numerous production programs for the U.S. Department of Defense.

Ryan received his associate degree in architectural engineering from Wentworth Institute of Technology and a bachelor's degree in industrial engineering from Northeastern University.