
Carol J. McIlwain



Director for Acquisition and Contracts Office of Naval Intelligence

Ms. Carol McIlwain was selected in 2016 as a Defense Intelligence Senior Leader and serves as the Director for Acquisition and Contracts at the Office of Naval Intelligence managing and executing procurement for the naval intelligence enterprise.

Ms. McIlwain was deployed supporting *Operation Enduring Freedom* as the senior advisor to the Afghan Minister of Defense for Acquisition, Technology, and Logistics providing guidance on all matters related to acquisition and logistics for the Afghan National Security Force from 2012-2014. She also deployed as the senior advisor for acquisition to the Iraqi Director General Armament & Supply and Contracts & Procurement for improvements to their acquisition processes supporting *Operation Iraqi Freedom* and *Operation New Dawn*. She worked across all Director Generals to identify shortfalls in the Iraqi Policy, Planning, and Requirements budget process for improvements. She developed the Fundamentals of Iraqi Procurement Guide providing practical knowledge across all areas of acquisition: requirements generation, budget, program management, contract management, logistics, and facility management.

Ms. McIlwain has over thirty-one years with the Navy and has served in several positions in both engineering and program management fields. She started her career in 1984 at the Naval Air Development Center as an engineer in life support systems conducting over thirty engineering and accident investigations in oxygen systems, identifying and resolving problems. She also led programs in research and development as well as science and technology for oxygen and life support systems. In 1997, she was assigned liaison officer for a dual developmental assignment between PMA-202 Aircrew Systems and Naval Operations (N8)-Aircraft Survivability.

As part of the Capitol Hill Fellowship Program in 1998, Ms. McIlwain served as the Military Legislative Assistant to Congressman Patrick Kennedy, a member of the House Armed Services Committee. She provided guidance to the Congressman dealing with defense, intelligence, budget committee, government reform, and women's issues and represented the Congressman in meetings with senior members of military services, as well as, corporate executives and local Government officials. She also spent eighteen months as an action officer/ policy analyst in the Office of the Deputy Assistant Secretary of the Navy (Air Programs) from 2000-2001.

Ms. McIlwain transitioned to program management supporting multiple program offices across all Program Executive Offices of the Naval Air System Command (NAVAIR). She managed the Tactical Input Segment program within PMA-281 Cruise Missile Command and Control achieving a nine-month schedule commitment against an expected fifteen month schedule in 2002. As operations lead for the CH-53K program in PMA-261, she established the acquisition requirements for the program and led the integrated baseline review in 2006.

Ms. McIlwain holds a bachelor of science in Engineering from Temple University and several Masters degrees: master of Engineering from Pennsylvania State University, master of art in International Relations from Salve Regina University, master of science in Business Administration from Temple University, majoring in Management Science and Operations Research, master of science degree in National Security Resource Strategy from Industrial College of the Armed Forces. She completed the courses reconstruction and nation building, Middle Eastern studies, international comparative defense industries, and acquisition policy I and II: research and technology policy (What Future for Eastern European Scientists and Engineers?) She is currently a PhD candidate in Civil and Environmental Engineering with a major in project management at the University of Maryland. She is finishing her PhD dissertation on managing the Global War on Terrorism through managing the integration of work.

Ms. McIlwain is a graduate of the College of Naval Command and Staff of the Naval War College and has received a master certificate in Legislative Studies from Georgetown University and a Master Certificate in Contract Management from George Washington University. In addition to her personal and professional pursuits, she is a member of the DoD Acquisition Professional Community and graduate of the senior acquisition course, NAVAIR senior executive management development program, executive potential program, and the DoD defense leadership and management program. She is also Defense Acquisition Workforce Improvement Act certified level III in program management; engineering; and test & evaluation and level I in business financial management, life cycle logistics, science & technology management; and production & quality management.

Ms. McIlwain's recognition and awards include two Joint Civilian Service Commendation awards, two Global War of Terrorism awards, NATO medal, Naval Air Warfare Center Innovation Award for Program Management, and the Daniel S. McCauley Professional Achievement Award for Engineering. She has published several papers on system mathematical modeling, maintenance data and reliability, project management, and leadership.