
Carol J. McIlwain



Defense Intelligence Senior Level

Dr. Carol McIlwain was selected in 2016 as a Defense Intelligence Senior Level and serves in the Naval Intelligence Activity. She previously held the position as Director for Acquisition and Contracts at the Office of Naval Intelligence managing acquisition for the naval intelligence enterprise.

Dr. McIlwain was deployed supporting Operation Enduring Freedom as the Senior Advisor to the Afghan Ministry of Defense 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 Ministry of Defense (2010-2011) for improvements to their acquisition processes supporting Operation Iraqi Freedom and Operation New Dawn.

Dr. McIlwain has over thirty-six 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 forty engineering and accident investigations in oxygen systems, identifying and resolving problems. She also led programs in research and development and science and technology for oxygen and life support systems.

As part of the Capitol Hill Fellowship Program in 1998, Dr. 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, 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.

Dr. 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 a predicted fifteen-month timeframe in 2002 to support the Global War on Terror. This accomplishment achieved through applying agile software concepts before agile became recognized as better s/w approach over waterfall. She led the program management activities for the CH-53K Marine Corp Helicopter program to achieve contract award within six months of Milestone B Decision.

Dr. McIlwain holds a Bachelor of Science in Engineering from Temple University and several Master's 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/Operations Research; and Master of Science degree in National Security Resource Strategy from Industrial College of the Armed Forces.

She holds a PhD degree in Civil and Environmental Engineering with a major in Project Management from the University of Maryland (UMD). Her PhD dissertation titled, *Defense Institutional Building-Integrating the Work*, is a deep and wide-dive assessment in combining campaign planning and project management planning to achieve performance in asymmetric warfare. She proposes a system approach to leverage network theory and complexity science strengthened through centralized planning but optimized through de-centralized execution. Managing and leveraging the interdependencies of activities (work) creates exponential performance (S-curve model). She continues her learning through courses in areas of information technology and artificial intelligence.

Dr. 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, a Master Certificate in Contract Management from George Washington University, certification in Agile Project Management from UMD, and certification in Executive Data Science from John Hopkins University. She has completed the Neuroscience Xseries through HarvardX online courses.

In addition to her personal and professional pursuits, she is a member of the DoD Acquisition Professional Community and a graduate of the Senior Acquisition Course, NAVAIR Senior Executive Management Development Program, U.S. Government Executive Potential Program, DoD Defense Leadership and Management Program, Leadership in the Intelligence Community (ODNI), and Sloan Executive Certificate in Strategy & Innovation and Management & Leadership from Massachusetts Institute of Technology. In addition, she has completed MIT's course in Artificial Intelligence: Implications for Business Strategy.

She is Defense Acquisition Workforce Improvement Act (DAWIA) Level III in Program Management, System Engineering, and Test & Evaluation. She is Level II certified in Business & Financial Management (BFM) and Level I in Science & Technology Management (STM), Life Cycle Logistics (LCL), Production & Quality Management (PQM), Contracting, and Information System Acquisition (ISA). She has completed coursework for Level III BFM and STM and Level II for LCL and ISA. She has held Critical Acquisition Positions for 15 years.

Dr. 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, international relations, intelligence, and leadership.