NON-ACADEMIC CAREERS IN CASA

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Army Central
WHERE

- State Department (Analyst, **Foreign Service Officer** - FSO)
- Department of Defense (Analyst, **Foreign Area Officer**, Action Officers at SCC, CC, Pentagon, OSD policy)
- NESA, Marshall Center (Analyst, conference coordinators)
- Other agencies (analysts, **case officers**): CIA, FBI, NSA
- Other think tanks (Rand, NRC)
- Independent researchers, commentators, consultants
- Federal Government
- National Security Council, Government positions (offices of undersecretaries, etc)
- Private business (oil and gas, infrastructure, transportation)

Indicates overseas diplomatic positions at some point
HOW

- 3 basic tracks: Action Officer, Analysts, Policy – depending on your field, you can move between all three
- 3 Stages: Initial Entry, Mid-career, Senior-level
- Also a Superstar level – but a decent amount of luck involved there (Ambassadors, Secretariats, general officers, Olympic commentators)
- POLICY vs. POLICY
- Prerequisites for everything:
  - Advanced Degrees
  - Writing well
  - Language capability (if you want to be taken seriously)
<table>
<thead>
<tr>
<th>Where</th>
<th>Initial</th>
<th>Mid-Career</th>
<th>Senior</th>
<th>SS</th>
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<tbody>
<tr>
<td>OSD</td>
<td>Intern</td>
<td>** Country Director (p, AO)</td>
<td>CAS Chief / Deputy (P)</td>
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<td>NSC</td>
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<td>DoS</td>
<td>** Analyst</td>
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<td>Branch Chief (p)</td>
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<td>CIA, FBI</td>
<td>** Analyst</td>
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<td>Agent (AO)</td>
<td>Regional Director (an, p)</td>
<td>Embassy Chiefs</td>
<td>GOV / NSC</td>
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<td>DoD</td>
<td>Basic GS job</td>
<td>CDO (AO, p, an)</td>
<td>Branch Chief / Analyst (AO, AN, p)</td>
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<td>CDO (AO, p, an), Attache (AO, AN, p), Branch Chief (AN, p), DATT, GO/GOV</td>
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<td>NESA</td>
<td>Intern ** program specialist (AO, p, an) prof; program director (an, p)</td>
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<td>GOV/NSC</td>
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**Value Added Positions**
- **GOV / Administration**
- **Consultants and Advisors**
- Adjunct and Assoc Professors

AO = Action Officer; AN = Analyst; p = policy; P = POLICY; ** = entry point for PhD, professors
NOTA BENE

• The chances of staying within CAS your entire career are slim in government. However, if you move to private industry or some other fields, you could stay in Central Asia forever.

• This business is like any other; you have to pay your dues and do your time. Consistent quality work is a necessity.

• Learn to manage egos – both yours and your superiors. They may take credit for some of your work – or at least indicate that it happened in “their office.”

• You can jump a few rungs on the ladder if you go the political route, but then you’ll get stuck in a cycle of looking for a job every couple of years.
SUGGESTIONS

- Self-Education is the future. While you’re still in school learn how to:
  - Find topics that really interest you and go deep
  - Don’t waste anything. Every paper you write now should be something you look towards publishing in the future. This will help you choose topics you can care about and be willing to do more research. These get dusted off later and recycled as you gain experience
  - Choose some people you want to emulate and follow them on Twitter. You want to know what they’re thinking – and then do more research on your own
  - Read and learn about related fields outside of your own topic area. Otherwise you have nothing new to bring to the table and are simply recounting facts.
  - Get your information pushed to you instead of searching for it. Want to have real influence? Be a “pusher.” (JRL, etc)
- Get a Mentor and be prepared to work. Choose wisely. Learn Win-win.
SUGGESTIONS

• Learn the value of teams (especially in DOD)
• Look the part; be professional. Show up to my branch every day ready to brief a decision maker.
• Keep your politics to yourself; in government or business, you need to work for multiple bosses and administrations if you want to keep your job
• Know your bias and state it up front. Everyone has got them, and I will trust your analysis or recommendations more if I know where you start
• Check sources – there is a LOT of poor research and analysis out there (CSIS and congressional advisors).
• Writing is the easy part – and only ¼ of the job. Editing and publishing are your responsibility as well. Publishers don’t do anything – especially reviews
• Decide who you want to be now. What’s more important, being good or getting noticed?
• Be a CONTEXT provider, not a content provider. That’s what separates the lightweights from the professionals.
FOR REAL SUCCESS

- Go out today and buy “The 7 Habits of Highly Successful People” and “What Color Is Your Parachute.” During a break, do the exercises, every one.
- Research what you need to do and get sponsored to be an associate on the CFR
- Publish and learn how to get reviews and work the publishing system
- Build your network; a good Rolodex can open major doors. But don’t abuse your contacts -- always be thinking about what you can do for them -- that way you always get called back -- and ultimately get the best jobs.
- Always over-deliver -- that’s what builds loyalty and convinces the superstars that they want you on their team.
QUESTIONS AND COMMENTS