Government Service

- U.S. Special Representative for Afghanistan Reconciliation, US Department of State, September 2018 to October 2021
- 26th U.S. Ambassador to the United Nations, 2007-2009
- US Ambassador to Iraq, 2005-2007
- US Ambassador to Afghanistan, 2003 to 2005
- Special Presidential Envoy to Afghanistan, 2001-2005
- Special Presidential Envoy and Ambassador at large for Free Iraqis, 2002-2003
- Special Assistant to the President and Senior Director for Southwest Asia,
 Near East, and North African Affairs, National Security Council, 2001-2003
- Counselor to the Secretary Defense, the Department of Defense, 2001
- Bush-Cheney transition Team Lead for the Department of Defense, 2000-2001
- Assistant Deputy Under Secretary of Defense for Policy Planning, the Department of Defense, 1991-1992
- Member of the Policy Planning Staff and Special Advisor to the Under Secretary of State for Political Affairs, the Department of State, 1987-1989
- Advisor to the Middle East and South Asia Bureau, the Department of State,
 2005

Awards

- Department of Defense medal for outstanding public service in Iraq, 2007.
- Department of Defense medal for outstanding public service in Afghanistan, 2004.
- Department of Defense medal for outstanding public service in the Office of the Secretary of Defense, 1992.

Academia and Research Corporations

- Counselor, Center for Strategic and International Studies
- Director of the Strategy, Doctrine, and Force Structure program for RAND Corporation's Project Air Force, 1992-1999
- Founding Director of the Center for Middle East Public Policy, RAND Corporation, 1994-1995
- Senior political scientist, RAND Corporation, 1989-1991
- Visiting associate professor at the University of California, San Diego, 1989 1991
- Assistant Professor of Political Science, Columbia University 1979-1987

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Boards

- The National Endowment for Democracy
- The United States Institute for Peace
- America Abroad Media
- The Center for the National Interest
- The RAND Corporation's Middle East Studies Center
- The Atlantic Council
- The American University of Kurdistan, Duhok, Kurdistan Region, Iraq
- The American University of Afghanistan, Kabul, Afghanistan
 The American University of Iraq, Sulaimaniya, Kurdistan Region, Iraq
- Member of Council on Foreign Relations
- Member of the editorial board of the National Interest

Publications

Numerous books, studies, reports, and contributions to journals and newspapers. The most recent book was his memoir, The Envoy: From Kabul to the White House, My Journey Through a Turbulent World.

Education

- BA with Distinction, American University of Beirut 1972
- MA, American University of Beirut, 1974
- PhD, University of Chicago, 1980