

# Jeffrey W. Goodson

## U.S. Foreign Service (ret.)



**OVERVIEW.** Jeff Goodson is a retired U.S. Foreign Service Officer. Born and raised in Texas, he earned Bachelors (geography) and Masters (natural sciences) degrees from the University of Texas/Austin. Since 1973, he has worked with industry, government, academia and the private sector on five continents.

**Early Consulting Work.** From 1979-1983, Mr. Goodson managed projects for Espey, Huston & Associates, a cutting edge engineering and environmental consulting firm in Austin, Texas. He prepared technical analyses in support of regulatory permit applications, provided litigation support and expert testimony, and troubleshot capital development projects for U.S. industrial clients.

**J.W. Goodson Associates, Inc.** Mr. Goodson also founded JW Goodson Associates, Inc., a property consulting company that specialized in assessing the impact of U.S. environmental programs on the ownership, use, resources, management and value of private real property. The company specialized in property intelligence services, including property threat assessment, strategy development, situational analysis, and tactical response.

**U.S. Foreign Service.** Mr. Goodson joined the Foreign Service in 1983. During 29 years with the U.S. Agency for International Development (1983-2012), he planned, executed and evaluated hundreds of water, energy, natural resource, transportation, agriculture, economic policy and social sector projects. His specialties were project design, program development, portfolio management, project evaluation, and problem troubleshooting.

Mr. Goodson was deployed for 20 years overseas with USAID. He worked on the ground in 49 countries in Europe, Asia, the Middle East, Latin America and Africa, collaborating with bilateral

donors, multilateral finance institutions, trade organizations, U.S. government agencies, non-governmental organizations, the private sector and the military.

**After 9/11.** Mr. Goodson specialized in strategic development and irregular warfare after 9/11, and served 31 months in Afghanistan. He was first deployed there on an infrastructure troubleshooting assignment in 2006, and returned to serve as USAID Chief of Staff and the Director's Special Representative for Reconstruction and Development in the South and East (2006-2007). In that capacity, he was the *de facto* Head of Civil-Military Planning and Operations for USAID, and principal point of contact with the U.S. embassy, U.S. military and NATO/ISAF on civil-military affairs. During this tenure, Mr. Goodson began laying the groundwork for operationalizing the development part of the U.S. Army's new (2006) counterinsurgency doctrine in Afghanistan.

From 2010-2012, Mr. Goodson was seconded to NATO/ISAF Headquarters in Kabul as the Director of Development. There, working under General David Petraeus and his successor General John Allen, he led a military staff of 75 responsible for formulating, articulating and executing the socioeconomic development part of the military campaign strategy. That work established a benchmark for operationalizing development intelligence in counterinsurgency, and became a model for future integration of strategic development into irregular warfare campaigns.

**Post-Foreign Service.** Since retiring from the Foreign Service in 2012, Mr. Goodson has focused on research and writing about strategic development, irregular warfare, and national security issues. His recent work has appeared in the *Small Wars Journal*, *Real Clear Defense*, and *War on the Rocks*.