

Manoj Mohanan:

Hello and welcome to Policy 360. I'm Manoj Mohanan, interim dean of the Sanford School of Public Policy at Duke University. Today, we welcome General CQ Brown Jr. to the studio. General Brown served as the 21st Chairman of the Joint Chiefs of Staff, and that's the highest ranking military officer in the United States. General Brown advised the president, the Secretary of Defense, and the National Security Council, and he now serves as executive in residence at Duke with appointments in public policy and at the Pratt School of Engineering. Over his career, he has held many different roles. As a pilot with the United States Air Force, he has logged more than 3,100 flying hours. He also served as the first African American chief of a US military service, the Air Force, and was unanimously confirmed for that role by the Senate in 2020. Welcome, General Brown.

Gen. CQ Brown, Jr.:

Manoj, it's a pleasure to be here with you.

Manoj Mohanan:

Fantastic. Now, is it okay if I call you CQ?

Gen. CQ Brown, Jr.:

That's fine. That's fine.

Manoj Mohanan:

Great. So having you at Duke is an incredible honor for us and a fantastic opportunity for our students, and I know that in one meeting, you told us a great story about how you got your fighter pilot call sign. Will you tell us again for our listeners?

Gen. CQ Brown, Jr.:

Sure. So my call sign is Swamp Thing.

Manoj Mohanan:

Swamp Thing?

Gen. CQ Brown, Jr.:

Swamp Thing, and it was a result of my flight in an F-16 when I was stationed in Homestead Air Force Base just outside of Miami. We were flying back to the base and it was a cloud to cloud lightning strike that hit my aircraft and my wingman's aircraft. It exploded my centerline gas tank, cut a hydraulic line, caused a fire. And so I flew-

Manoj Mohanan:

What altitude were you at at the time?

Gen. CQ Brown, Jr.:

I was about 20,000 feet.

Manoj Mohanan:

Oh, wow.

Gen. CQ Brown, Jr.:

And about 40 miles away from the base. And my wingman, who was a young pilot, so a brand new lieutenant, told me twice that my gas tank was gone. He told me there was a little bit of fire.

Manoj Mohanan:

A little bit.

Gen. CQ Brown, Jr.:

And then a lot of fire, and that was over about a five-minute span, but I had indications in the cockpit as well with the firelight, overheat light, and some other lights as well. And I was talking to the tower and they told me I was going to be cleared to land, and I told them I'm not sure I'm going to make it back, partly because of the fire. The other part was the hydraulic line that was cut was also for the gear, so I was going to have to blow the gear down, and I was going to have to fly over a residential neighborhood.

Manoj Mohanan:

Oh, God.

Gen. CQ Brown, Jr.:

And I did not want to put the aircraft into a neighborhood. So when my wingman said there's a lot of fire back there, now, our checklist says if fire persists, because you do several steps to try to decrease the amount of fire, I decided to eject and I made one last radio call at the Homestead 290 for 21, meaning I was in the 290 radio, 21 miles away from the base. I'm punching out. And I pulled the handle, I was about 3,000 feet. I was in a parachute for probably about five minutes.

Manoj Mohanan:

Wow.

Gen. CQ Brown, Jr.:

I had enough time after going through my steps to think about, I hope there's nothing down there, and I landed in what is the sawgrass area of the Everglades. And the Everglades is really, it's a river that's miles wide and inches deep, and so I landed in about six inches of mud and muck, fell on my left side. My whole left side was covered in swamp mud, and I was on the ground for probably about 15 minutes because there was a Coast Guard helicopter flying instrument patterns at Homestead, so they came right out to get me. And I didn't see anything when I was out there, and I went back about a few months later. I actually took a real tour of the Everglades and then learned about what all was out there.

Manoj Mohanan:

Yeah. I was going to ask, did you run into any Burmese Pythons or gators?

Gen. CQ Brown, Jr.:

Nothing. I did learn in my tour of the Everglades that the alligators can go about 30 miles an hour but they can't turn very well, so don't run in a straight line.

Manoj Mohanan:

Don't run in a straight line. Well, no date. I doubt I'm going to be pulling off the stunt you did, but should I ever find myself in that part of the country, this is good to know. What a story. I'm glad you made it out alive and safe-

Gen. CQ Brown, Jr.:

Me as well.

Manoj Mohanan:

... and that you are here today. I recall when we last talked, I think that was in the summer and we were talking about leadership, a big part about being in an effective democracy is about leadership and you talked about some of your own guiding principles. So for you, when you think about being a leader, what are the key elements of being a good leader?

Gen. CQ Brown, Jr.:

Well, there's several things. I've spent a lot of time thinking about leadership. I think the key part is credibility, and that credibility is built on earning respect versus demanding respect. And earning respect is really about how you carry yourself, aspects of vulnerability, so when you do make mistakes, you're willing to admit those, but you're going to learn from those mistakes. Being willing to listen, because people you're privileged to lead, they want their voices heard, and they want to understand that you have their best interest at heart, but at the same point, you've got to make a decision that's for the good of the organization, and in some cases, it may not align exactly with where they want to be, but it's important that you communicate that and make yourself accessible.

So there's a number of things. I think that if I had to sum it all up, when I was a commander at the Air Force Weapons School, our mantra was humble, approachable, and credible. You're credible based on the position you hold, but humble and approachable are two key points of leadership where you don't have to rub it in somebody's face, but you're able to have a bit of humility, but you're also approachable. And as a leader, if people are afraid of you, that's the aspect of demanding respect, and people will then do things just so they don't get in trouble, and they're only going to do the minimum amount to make sure they don't get in trouble. When you've earned respect, people will do things because they don't want to disappoint you, and they will go above and beyond because they respect you as a leader because of the way you carry yourself and you have their best interest at heart.

Manoj Mohanan:

That's wonderful to know. Can I ask you to tell us a little bit more about that? And maybe I'm asking you advice for myself as well. Sometimes in these roles as a leader, you have to make decisions that are going to be costly for your colleagues who have to implement those decisions, so essentially, that might not be good news for them, or they might have to take a lot of the burden. In your case, you might be sending them out to battle and it could be life and death. How do you, as a leader, navigate that challenge in the sense that some colleagues might say, "Well, CQ can make that decision, General Brown can make that decision, but I'm the one who's going to be in the line of fire." How do you make that decision and how do you motivate people to follow through?

Gen. CQ Brown, Jr.:

Well, I think you bring up a good point, because as a leader, sometimes I personally struggle with the decisions you're going to have to make, but you do have to make a decision.

Manoj Mohanan:

Yeah.

Gen. CQ Brown, Jr.:

And you also need to realize when you're in a position of leadership, it's not a popularity contest, and I often say that if you're in leadership, you will be dinner table conversation at somebody's house every night. There'll be the times when they're going, "God, that was great. I love what they're doing." And other times, they're going, "What the hell were they thinking?" And you got to be okay with that.

And I think that the key part is if they look at your body of work and the things that you're trying to do, you're going to win some and lose some. And maybe that's not the right way to say it, but there's going to be some that are going to go in your favor and some others that aren't going to go in your favor, but you've also got to step back and see the bigger picture. And every part of an organization that you're privileged to lead has a role to the overall

objective of what you're trying to achieve, and it's really important as a leader that you're communicating what those objectives are.

Manoj Mohanan:

Yeah.

Gen. CQ Brown, Jr.:

So when a decision comes out that's not in somebody's favor, they can see the bigger picture. So maybe you're not successful in the near term, but in the long term, you're in a much better place, and that's a part of, again, a position of a leader, to help communicate what the longer term bigger picture is, to go, "We had to go this way right now because of X, but in the big scheme of things, we're going to be better off as an organization because this is a step to something bigger and better," and it's important for leaders to communicate that.

Manoj Mohanan:

That's a great lesson, and it's hard to implement when you're in the middle of it, but getting buy-in on that mission part is super important.

Gen. CQ Brown, Jr.:

Let me add to that, because you mentioned buy-in, and I talk about this often. There's a book by Daniel Pink, To sell Is Human. And if you think about it, when you're in a position of leadership, you're a salesperson.

Manoj Mohanan:

Yes.

Gen. CQ Brown, Jr.:

You want people to buy into a vision, and you got to figure out how to market that vision and how to communicate that vision. And you may have all the data, but if you don't package it appropriately, people aren't going to buy in. And I think this is an important aspect of leadership, a chance to sit down, reflect, talk to either mentors or people in your office that are close to you that can give you some honest feedback before you go out to sale.

Manoj Mohanan:

That's a very good piece of advice.

Gen. CQ Brown, Jr.:

It's very easy to have a really good idea, you're out selling and you are missing the mark, and sometimes having a little bit of feedback and doing little focus groups, market research, is really important.

Manoj Mohanan:

Yeah, and that's great advice. I will take that to heart. Tell us a little bit about your journey. You started off as a pilot and you made it all the way to the topmost position in the defense services [inaudible 00:09:33]. How does one go from being a pilot to being a leader, and what was that journey like for you?

Gen. CQ Brown, Jr.:

Well, I'm jointly appointed here at Duke in the Pratt School of Engineering. So I started out as an engineer, and so I was going to be an engineer in the Air Force until halfway through college, I got a ride in a T37, which is the Air Force's ... It was a pilot training aircraft at the time, and so you get a chance to wear the helmet and the mask, the

parachute, and go out and do acrobatics. And when I came back from that, I go, "God, that was fun." And that got me on a path from being an Air Force engineer to deciding to become an Air Force pilot.

Manoj Mohanan:

Yeah.

Gen. CQ Brown, Jr.:

Part of the reason I started out as an engineer was partly because of my interest in engineering, but also because my father had served, a retired army colonel, two tours in Vietnam. And he had taught ROTC after his second tour, and he told me when I was in high school, "Four years in the military will not hurt you." And so my intent was to do four years as an Air Force engineer and then move back to Texas where we're from, and once I got into becoming a pilot, getting the pilot training, getting a chance to fly F-16s, and then some other jobs I was able to hold, I was aid to the chief of staff at the Air Force when I was a captain. I'd been in the Air Force about seven years, and it exposed me to a much broader than just flying F-16s.

Because I was at pretty much the pinnacle as a combat ready F-16 pilot being an instructor of the weapons school, but when I went to be the aid, I came to the Pentagon for almost two years, and I learned so much more about the Air Force that I didn't know. I thought I knew a lot. I knew a lot about flying F-16s. There's a lot about the Air Force I did not know, and it really opened my eyes. Not only the Air Force, but going over to Capitol Hill and watching my bosses meetings with members of Congress, going to hearings and having no responsibility other than listening, or traveling around the world in some cases and being able to sit in a room for some key meetings, it taught me so much. And that was really, I think, the area that helped me to transition from not only being a pilot, but also thinking about leadership and the key roles and thinking more strategically.

And then from there, it was just a series of jobs that I was able to hold. United States Central Command, I've been there at the headquarters three times, and twice in Doha, Qatar as the deputy air commandant commander and the air commandant commander. And it just happens that time after time, I was getting opportunities that in some cases, I didn't ask for, just being in the right place at the right time, but I was always looking to learn. And I think from the aspects of being able to learn in each of these positions, it opened the next door and opened the next door and opened the next door. And I'll tell you, even today, I still pinch myself the fact that I was the Air Force chief of staff and the chairman of the Joint Chiefs. It's almost like an out of body experience because I'm just being me, because I think about it, I'm still a husband, I'm still a son, a brother, a father, and it's almost surreal that I've been places that I've been, people I've met, rooms I've sat in, but I've been very, very, very blessed.

Manoj Mohanan:

Yeah. Well, you're very humble to say that, and it's an incredible journey, but also, you mentioned about how you opened all these doors when opportunity knocked, and that's an important part as well because sometimes you're stepping into an unknown. Let me ask you to switch gears a little bit. Leadership in a democracy is slightly different in the public space, and we'll talk about leadership in general, but if you think about leading in a democracy, how does that look different? You've met with and spent time, just as you mentioned, with very senior policymakers and folks who run large democracies, not just here in the US, but elsewhere as well. What does that role look different, and from your perspective, what would you advise some of our students who are hoping to become leaders in democracies? What should they do differently?

Gen. CQ Brown, Jr.:

Well, I think that the key part here is dialogue, and that's the aspect of a democracy, is allowing voices to be heard. And it is important, I think, when you're trying to lay out a case of what you're trying to do is it's not all or nothing. I think it is dialogue that goes back and forth.

And one of my roles, both as an Air Force chief, particularly as a chairman, where you're advising either secretary of the Air Force as the Air Force chief or as a chairman of the Joint Chiefs, the president, secretary of defense, National Security Council, you just don't come in and say, "This is the only way to do it." You do lay out aspects of

options. At the same time, you're talking about what the risks are associated with either not taking that option, how you might mitigate those risks, because as you provide those options, you got to put it in the greater context of everything else that's going on.

And so sometimes, the president had other areas that he was concerned about, not just what we were doing militarily, and so you're having a little bit of situational awareness associated with it, but being ready to ... Even if the option is not the option you wanted, thinking through how you would help implement that option, and that's the other part of working through. I've advised folks, when you're being asked to do something that you're going to have difficulty implementing it, just don't push back and say, "This will be hard." You need to, as I say, do a little bit of the math and show how hard it will be. And then sometimes, people look at it and go, "I didn't realize it was going to take that much to do this."

Manoj Mohanan:

Right.

Gen. CQ Brown, Jr.:

And that's a way to help the communication piece to move forward.

Manoj Mohanan:

So communications, and you mentioned earlier about trust as well, that as a leader, you need to build the trust. I believe it was in one of our student meetings, you said something like, and I'm reading from my notes here, you said, "You don't always get to choose the circumstances, but you can choose how you lead, and trust is what makes those hard calls possible." So what do you mean by trust in that quote?

Gen. CQ Brown, Jr.:

Well, part of this is building a relationship before you have to make the tough call, and when I talk about leadership, I often say you never want a cold call in a crisis, and you never want to burn a bridge. And so you don't want to be in a situation where the first time you're calling someone is when there's a crisis, which means you have to have a network of people that you're talking to that are the most likely people you're going to engage with, particularly when there's going to be a crisis, because in a crisis, it's going to take some trust to pull things off.

And in some cases, you may not be able to have big enough network, but you also want to have a reputation so if someone has not talked to you, there's someone that knows you that can be a reference to say, "I've met Manoj. He's a good guy. Please talk to him because I think he can help you with whatever's going on."

I also talk about not burning a bridge, because sometimes, there are some people that you have difficulty working with. I don't necessarily turn away from them. I may not talk to them as much, because there may be a time because of their expertise, we need to work together. And so I try not to burn any bridges. I try to be diplomatic in every engagement I have.

And I also found that even when we disagree, there's probably something we agree on. And so being an engineer and you spend a lot of time doing math, I think about Venn diagrams. There's typically something we agree on, and that is where you start to build a relationship, whether it's sports or food or something. It may not be the issue of the day, but how do you build that relationship, and as you build that relationship, can you make the Venn diagram bigger, overlap a bit more because of we've broken down barriers?

And sometimes, I think it's also important that you're able to be in the same room, because too often ... It's one reason I don't like email, because someone's receiving something and you don't have the body language, you can't see the reaction to the conversation and the dialogue that goes back and forth. And I think that's so important sometimes when you disagree or you're trying to work a very difficult issue, to be in the same room so you can communicate. Because too often, I think we're talking past each other, not to each other, and the more we're able to engage, particularly when you have very tough situations, I think that's important.

Manoj Mohanan:

That's fantastic. And what you mentioned about networking, just last week, we had this amazing alumni networking event at Sanford, and this was the advice that some of our senior colleagues who came in, including our board chair, this was exactly what he said, although not in the same words, but the idea that you develop the network because that's your asset. And some day, you might need to call on people, but you don't network with a specific objective saying, "I'm looking for a job. That's why I'm networking." You're networking because you're building your network, and eventually, they might help you with a job, they might help you in other ways, and sometimes it's just advice.

Gen. CQ Brown, Jr.:

I guess another piece I would offer, that I would talk to people when I mentor, it's not who you know, it's who knows you. And the reason I say that is you can network with a lot of people. You can drop names, they can drop your name, but it's the people who know of you, because they may be the one that actually puts you in a position. And I think that's happened to me in several of the positions where, like when I was aid to the chief of staff for the Air Force, I did not apply for that job. Typically, you have an application, you put together your resume and all that. Well, I didn't do any of that. Someone put my name in.

Manoj Mohanan:

Wow.

Gen. CQ Brown, Jr.:

And to this day, I still do not know who put my name in, and it was because someone knew me, and I think that's an important aspect of this.

Manoj Mohanan:

That's amazing. And they clearly knew what they were doing because the leadership position that you eventually made it to and the impact you've had is phenomenal, so let me ask you a question about what you did as a leader. One of the things you were known for was for innovation, and in 2021, you wrote a letter to the airmen called the Innovation Letter to Airmen. Why did you write that letter?

Gen. CQ Brown, Jr.:

Well, because as an engineer, I do believe in the aspect of innovation. I know that there were a lot of good ideas within our force, but what was happening sometimes is they weren't rising to the level so they could be implemented. One of the things we talk about often in the military, and it probably happens in other fields as well, the frozen middle. And so you have an entity that it's frozen, they don't want the idea to go forward because they think it's going to create more work for them, but in the long run, it may decrease the amount of work they're going to have, and what happens then is that idea never gets to the top. And so what I was really trying to do was encourage those that have the ideas not to give up, and then at the same time, those that are maybe the frozen middle or at the very top, be pulling for those ideas and give them the top cover to be able to move forward with some of these innovative ideas.

Now, you can't do all the innovative ideas, but we've got to pick some, and we can't just keep talking about innovation and not doing things. And that was really my point here is how do we generate action in certain areas, encourage our airmen to come up with ideas, and not be discouraged because someone pushed back? And one of the things I talk about is, I call it the five stages of no, like the five stages of grief. And when you're trying to do something, sometimes you have to get through all five stages. "Hell no. No. We'll think about it. Not a bad idea. We should be doing it already."

If it's really important to you, you may have to get through all five stages and you may have to adjust your approach to get through each stage, and being persistent and consistent in your message helps you to get those that start to buy into it, and then we'll get you to, "We should have been doing this already."

Manoj Mohanan:

That's great advice, and I will definitely want to use the five stages of no as I have to navigate some of these challenges as well right now in higher ed. There's plenty of those. But continuing with some of the incredible things you did during your leadership in the military, many people who don't follow the details of what happens in our joint Chiefs of Staff in your role or in the military in general might know you from a video that you had done, a media message during which you spoke about in the wake of George Floyd's death.

Gen. CQ Brown, Jr.:

As the commander of Pacific Air Forces, a senior leader in our Air Force and an African American, many of you may be wondering what I'm thinking about the current events surrounding the tragic death of George Floyd. Here's what I'm thinking about.

Manoj Mohanan:

In that video, you spoke so clearly about your own experience that didn't always sing of liberty and equality.

Gen. CQ Brown, Jr.:

I'm thinking about my Air Force career where I was often the only African American in my squadron, or as a senior officer, the only African American in the room. I'm thinking about wearing the same flight suit with the same wings on my chest as my peers, and then being questioned by another military member, "Are you a pilot?" I'm thinking about how I sometimes felt my comments were perceived to represent the African American perspective, when it was just my perspective informed by being African American.

Manoj Mohanan:

I'm curious then, CQ. When you decided to speak on this matter, did you frame it in your own mind as a choice of leadership? Was that a decision point for you?

Gen. CQ Brown, Jr.:

I think it was, leadership in two ways, both family and military. Because what so much spurred me to do that video, because it was a unique time, not only because of George Floyd's death, but because I had done my confirmation hearing to be the chief of staff of the Air Force, had not yet been confirmed. And typically, you try to lay low to make sure you make it through your confirmation, and so I had a leadership choice to make because on social media, I know some people had asked, "What is General Brown going to say?" And I saw someone from my staff respond to one of the posts, that he's waiting for confirmation so he's probably not going to say much.

But from a family standpoint, our youngest son had called after George Floyd's death, and he ... It was on a Sunday, and we were in Hawaii and he was back here in college in St. Louis, at Washington University in St. Louis. Actually, he's out of college, I'll take that back, but he was at Washington University in St. Louis to the Michael Brown event in Ferguson, Missouri. That was his freshman year.

Manoj Mohanan:

Wow.

Gen. CQ Brown, Jr.:

And so he called and we were talking, and he asked, "Dad, what is PACAF going to say?" Meaning Pacific Air Forces, and I'm the commander of Pacific Air Forces, so really, he's asking me, "Dad, what are you going to say?"

Manoj Mohanan:

What are you going to say?

Gen. CQ Brown, Jr.:

And so that was on a Sunday, and when I came back to work on Monday, my staff say, "Hey, you're going to get confirmed on ... We think we're going to get confirmed on Tuesday." And Tuesday came and went, and so on Wednesday, Tuesday night, going into Wednesday, I drafted, set myself up to do that video. I think we taped it on a Thursday and released it on Thursday. And I knew that I was probably taking a chance confirmation wise, but I got confirmed 98 to zero. And the video itself, I was really focused on the airmen of Pacific Air Forces, but it went much broader than that, and I'm glad it did.

Manoj Mohanan:

Thank you for your leadership, really. Switching gears back to Sanford, it's fascinating to me that you are now working with our students focused on public policy and engineering. Can you tell us a little bit about how these two fields come together in your own heart and passion? And I know you're very interested in tech policy as well.

Gen. CQ Brown, Jr.:

Right. Well, I think there is two parts. The fact that my degree's in engineering, how I solve problems, even that are not engineering problems, I think there's models of the approach I've taken as an engineer that helped me work through complex problems as a senior leader. And then from a public policy piece, particularly as a senior officer in the military, you have a chance to engage in the public policy debates, contribute as an advisor, and then you get a chance to go implement the policy as a military officer. And so I think it's almost a natural fit because I've got a chance to experience on both sides.

As you mentioned, I do have a interest in tech policy because I see that sometimes our technology moves faster than our policy, and the more you can educate policy makers about the technology, the advantages, risk, disadvantages, what our adversaries might do with that technology, I think that's hugely important. And part of the things I do think about is that some may use this technology not for the best purposes that may also be used in a way that goes against our values. And so because they do it, doesn't mean we're going to do it, so we need to be a little bit more nimble in our thinking about how we respond when we see those types of things. But what we don't want to do is put ourselves in a position where we've tied our own hands because we don't have the policy, and by not having the policy sometimes, you don't have the norms of behavior that you can communicate in an international forum so that some of this technology does not get used for purposes that I think collectively around the world, we would rather not see.

Manoj Mohanan:

Right. If I can push a little further, I know I'm asking about questions that you probably won't publicly ever discuss because these are matters of national security, but in your role, you have seen security threats, not just nationally but globally, in a way that very few other humans have. If you had to tell us about what kinds of global security risks exist and how our students should prepare for tomorrow, given everything that's changing in the world of geopolitics, what advice would you give our students about what are the threats, what are the areas where we need to be prepared for, and how can they prepare for that?

Gen. CQ Brown, Jr.:

I think there's probably two areas I would highlight that are probably most important to students in the general population at large. There's the cyber threat and the information threat. The cyber threat, we are doing so much on the internet and through the internet that we're all at risk, and the challenge for our cyber threats, the weakest link is us, the individual.

Manoj Mohanan:

The humans.

Gen. CQ Brown, Jr.:

The humans. And so it's social engineering aspects of that where someone will trick you for your password, identity theft, so on and so forth. All those are players that you've got to be diligent in how you protect yourself, and once you protect yourself, not only yourself but wherever you're going to be working, that's going to be important as well because if you're the weak link in whatever company you're working for, you may not be working in that company very long. So that's an important aspect, not only to protect yourself, but also to protect what you're doing.

I'd say the information space as well because there is so much information out there and it's hard to figure out and parse through what is that accurate, and I think that is another part of being very discerning of the information you're taking a look at. And now with artificial intelligence and deep fakes and so on and so forth, it makes it even harder to, as we say, go through the wheat from the chaff to figure out what's real and what's being out there to confuse. And you've got to be very discerning, and so it's important then that you stay abreast of current events and what's going on so that you can make your own decisions and not have someone feed it to you, and as I say, don't believe everything you see on the internet.

Manoj Mohanan:

That's true.

Gen. CQ Brown, Jr.:

Or read on the internet. I think that's will be another important part.

Manoj Mohanan:

And with the advent of AI, this becomes even-

Gen. CQ Brown, Jr.:

Exactly, it gets even harder. And I think that the other part that is helpful to this is being humble to sit and engage with other people, to have a conversation. And the one thing I say about social media, it's kind of made us anti-social, because we spend a lot of time on our phones not talking to each other. And by talking to each other sometimes, then you will figure out a bit more information to help you discern what's accurate and what's been out there to confuse or is being spun in a particular way to sway opinion in one direction or another.

Manoj Mohanan:

Fascinating. Thank you so much for being with us today, CQ, and for your service to the country and for the leadership that you've provided and the inspiration to our students.

Gen. CQ Brown, Jr.:

My pleasure. I'm very excited by the opportunity to be here at Duke University. I'll just say it's been very engaging, and I appreciate that the students keep me on my toes, for sure. I appreciate it.

Manoj Mohanan:

They are definitely ones to keep us on our toes. General CQ Brown Jr. is an executive at residence at Duke University with appointments here at the Sanford School of Public Policy, as well as the Pratt School of Engineering. He previously served as the 21st chairman of Joint Chiefs of Staff and many other leadership capacities in the US military. This semester, he's co-teaching a course as part of Duke's program in American Grant Strategy. Thanks as always to our producer, Carol Jackson, and we'll be back soon with another episode of Policy 360. I'm Manoj Mohanan.