

Oral History Interview of General David Young

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Name of Interviewee: General David Young

Name of Interviewers: Randy Miller and Lowell Walters

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Notes: Editing done by Abigail Sattler

Miller: (0:00) Welcome to this interview in the oral history project of the Liberty University archives. This interview is being conducted on July 3, 2014. Today we're interviewing General David Young. General Young was born on April 28, 1944. My name is Randy Miller and I'll be conducting the interview today along with Lowell Walters. Greetings, Lowell.

Walters: (0:25) Hello, Randy.

Miller: (0:26) And good morning Dr. Young or uh... General Young, it's good to have you with us. We'll just call you Dave.

Young: (0:31) Thank you very much, it's a pleasure to be here.

Miller: (0:34) As we get started off today, we want to talk about your history with the university, but let's start off a little bit about you. Tell us where you were born and a little bit about your growing up years.

Young: (0:46) Well, I was born in England and lived there for several years. My father was in World War II with the army and my mother is actually British and they met during the war and so I was a product of that marriage and then we actually moved to Canada for a few years and then came to the United States when I was eight years old and I'm a naturalized citizen of the U.S.

Miller: (1:19) And so now was your family a Christian family, were they believers?

Young: (1:23) They were, but not in the sense that I am now and my mother came from the, I guess you would think of as the church of England, Anglican church we think of it more commonly in this country as the episcopal church and so I was raised in the episcopal church and the normal sorts of things you would do growing up, Sunday School, sang in the youth choir until the choir director suggested I may not have the talent for that, and... you know just, that's what I grew up in the English tradition of the Episcopal church. You're confirmed. You are

christened shortly after birth, but then you're confirmed at the age of usually fourteen which is what occurred to me, but I would not say that my family was, were practicing Christians, practicing believers, but they were believers, but it was not something that, in our family, I grew up in as strong a Christian home as I wished I had when I looked back, but God found a way to help me with that.

Miller: (2:37) And so was there a time later in your life then when you feel like you accepted the Lord or that you were became born again?

Young: (2:44) Yes, but I don't, Randy have a time when— I remember listening to Billy Graham one time and he talked about, I think, being on the eighteenth tee of a golf course and, you know, and I didn't have that, I didn't have that stroke of lightning. With me, it was more of just a gradual coming to the Lord, and then I think I can remember this was oh, so many years ago, one day I just got down on my knees and accepted Christ, but it was more of a renewal than it was a first time, if that makes sense.

Walters: (3:16) Sure, sure. I'd like to ask you... The oral history program for the listener or reader of the transcript, we tend to try to focus on Liberty, but we also try to glean what we can out of the context of the person, what they bring to the table, so we'd like to ask you some things about your time in the Air Force and your role there.

Young: (3:39) Certainly.

Walters: (3:40) So you mentioned you were born in England, was your father an infantryman or was he in the Army Air Corps by chance? Or how'd you, how'd you get interested or into the Air Force then?

Young: (3:51) Actually he was in the Canadian army and he was in artillery.

Walters: (3:54) Okay and so, how did you come about to join the military then as you grew up and...?

Young: (4:02) Well, I think, Lowell, we all have a leaning or a preponderance toward some interest in life. For me as I was growing up, for some reason it stuck in my mind, I either wanted to be an FBI agent or I wanted to be in the military and so I participated in various things that probably led me further along toward that goal. I was in the scouts, I was in Civil Air Patrol, I went to Virginia Tech when being a member of the Cadet Corps, the Corps Cadets there was mandatory, but that was not— that was something I wanted to do. So I sort of gravitated towards, I think, the uniforms, organizational structure, and what you find in those type environments whether it's the military or law enforcement or something like that. So that was sort of just a natural movement for me and I wanted to be in the military. I decided that as I was in latter years of high school and that's why I chose Virginia Tech as a school because of the Cadet Corps and the opportunities there and so I went from, went from college into the Air Force.

Walters: (5:20) And so then, that was in the early to mid-sixties?

Young: (5:24) Yes, yep.

Walters: (5:25) And Vietnam was cranking up at that time. Tell us about that whole era and what your military training was like and things back in the sixties then.

Young: (5:34) Well... of course growing up in Virginia and attending a... even though it was secular, public university, very conservative at that time, I think they had started fraternities there when I was in school there, but not something I had an interest in because I was in the Cadet Corps. So I was not exposed to the, I guess what you call, what you hear so much about the sixties, the hippy lifestyle and things like that, as much as anything because I came from a very conservative family. I was in a conservative environment and that's the way... I was and the way I thought. So growing up in the sixties, it was a— almost a protected time. I was in a protected environment and then entering the military, I mean that continued, but yes Vietnam was—we were right in the middle of Vietnam. It had started in sixty-three or so... and so now we're looking at sixty-six and so... when I, sixty-six, sixty-seven, sixty-eight, I wanted to serve and I guess it was an upbringing from my parents and other relatives and other people I'd known that you just served in the military and if your country was at war and I'm not here to debate whether it was a good war, bad war, or the reasons were right or wrong. I just felt that you had an obligation to do that and I prefer to do it in the Air Force and I wanted to fly and I'd had exposure to flying and I'd done a little bit of flying and so it was just sort of a natural gravitation into the Air Force and to be a pilot.

Walters: (7:13) So you did some private piloting before you joined or through the Cadets...

Young: (7:17) Not as... not as a FAA certified pilot but I did fly with civil air patrol and I had friends who had airplanes and so it was... I caught the bug.

Walters: (7:28) Okay, so then you went through basics or did you get that covered through the Cadets and...

Young: (7:34) No actually, I was in the Cadets Corps but I ended up going through officer training school in the Air Force. I was actually enlisted for a short period of time and then I went to OTS, Officer Training School, and then to pilot training and then out of pilot training obviously onto my regular career.

Walters: (7:53) So what was that like back in those days? What did they start you off with? What planes were they using? Tell us about the training in the sixties for an airman and all that sort of thing.

Young: (8:06) Well it was, like I said, it was the height of the Vietnam War so... it was a tremendous training effort. Not like in World War II, but yet... there were many pilot training bases and they would tell us when you entered pilot training that it was sort of, "Look to your left and look to your right." You had about 50 students, pilot students in your class and they would say, "At the end of the year only one of you guys is gonna be left," and it was more truth in that than fiction. Because they were... there was a high demand for pilots and the production level was high and so I'm not saying if you could walk and chew gum you would be accepted into Air Force pilot training, but they needed pilots, and so there was more of a tendency to take as many as we can and then we'll eliminate during the program. So the types of airplanes you flew then the Air Force was, had been out of the... World War II era for some time because we're talking

about twenty years since the end of World War II and so they were just starting to use jets for training and I was one of the first classes in that time period that was going into the advanced jet trainers that we were using, so that was—that was pretty neat. You'll fly a little single-engine, Cessna 172 for a few hours and you're immediately in a twin-engine jet and training in that. It was very demanding. It was, they called it, it was a fifty-three week program and it was very, very demanding. I was married at the time. My wife, we had known each other since about sixth grade and we dated latter years of high school and all the way through college. She went to Radford, when Radford was what we call a lady's school then; there was no males there and the rules were, it was not a religious, faith-based institution, but the rules were stricter there than what you had at Liberty when I came here in the nineties and so we dated through college and then got married, so I was married going through pilot training. Which probably made it a more stressful situation because it was a very demanding course and that's where you had to focus, and so, we didn't have any children, we had one dog at the time and... but anyway graduated from pilot training and then went off to my... my, uh, combat aircraft...

Miller: (10:34) And so what rank were you then when... because you'd gone through officer training school did you start off as a...?

Young: (10:41) I was a Second Lieutenant.

Miller: (10:42) Second Lieutenant.

Young: (10:43) Yep.

Miller: (10:44) And so where you shipped immediately then to Vietnam?

Young: (10:47) Well, you finish pilot training and then you're trained in the aircraft that you're going to fly and I had chosen B-52s. I wanted a fighter-type aircraft and at that, at that time it was very haphazard as to what types of airplanes would be available to you to choose from as you graduated and it was all based on your ranking in your class and I had done, I had done fine in pilot training, but I think we had one fighter-type or two fighter-type aircraft that were available for our class to choose from. The, I say the top two guys or whoever was up higher than me selected those and I really didn't want to be in a transport aircraft and I didn't want to be in a training aircraft. I wanted to be in a combat aircraft and one of my instructor pilots had been in B-52s, one of my instructor pilots in undergraduate pilot training had been in B-52s, he says, "You may want to think about it," and so I did and so once you graduate from pilot training, then you're trained in your—the aircraft you're going to fly; that was about another six-month process and then you're assigned to a base where you're going to be flying that airplane and the way it worked, at that time for the B-52s, is you would deploy to Southeast Asia for usually approximately six-months, five to six months, you come home for a month or so and then you redeploy again and so, for about three years I spent quite a bit of time in Vietnam flying.

Miller: (12:21) And so, tell us a little about your experiences during the war. What are some of the missions that you flew?

Young: (12:29) Well they were... pretty much... normal missions initially and, if you're familiar with the Vietnam War at all, most of the fighting was in South Vietnam, below what was called the Demilitarized Zone or the DMZ. 'Kay and when you, if you ventured north above

the DMZ that was usually a very serious situation and the B-52s were considered high-value assets and the targets that we would strike were not the targets that were being identified or chosen to be struck that would have applied to our airplane and so, toward the latter part of the war... the seventy-one, seventy-two time period was when we started to bomb up north using the B-52s, but up until that period of time, I don't want to say there were milk runs because you would have, you know, enemy aircraft and enemy SAMs, Triple-A anti-aircraft fire and things like that, but up until that point they hadn't been quite as stressful, as you might say, as when we started flying up north and that was toward the end of the war when we bombed Hanoi, Haiphong, Vin, and some of those high value targets in North Vietnam.

Walters: (14:00) What was your most distressing mission? No, I don't want to ask any big secrets here?

Young: (14:05) No, no, no secrets at all...

Walters: (14:07) What was it like to go on a bombing raid during Vietnam, I mean?

Young: (14:13) Well, I wouldn't even compare it to the crews that flew B-24s and B-17s in World War II and I have some knowledge of that and I have relatives that participated in those type missions. They were very harrowing. Of course, when you're being shot at, you're being shot at, so it's all relative, I suppose. But the missions—we flew out of three locations... two locations toward the end of the war, one was in Thailand which was a relatively short mission, 'bout a three-hour mission from takeoff to when you landed and after you'd struck your target and then we also flew out of the island of Guam which could be usually eleven to twelve to thirteen-hour mission, sometimes longer and then we also had flown out of Okinawa, Japan and those were about six, seven, eight-hour missions and so it varied as to where you were flying out of, so I predominately flew out of Thailand and out of Guam. But it would be normal, you'd take off and you may refuel with a tanker depending on whether you needed fuel or not and then you'd, you know, you'd fly either across the ocean or if you're coming out of Thailand you'd go out over the water 'cause your skirting Cambodia and Laos and those countries, most of the time you were, and you'd strike your target. If it was a high-valued target and if it was in North Vietnam, then you'd have a formation of B-52s and with those B-52s you'd have a variety of, we called it a strike package, but you'd have usually four F-4s and they were providing what we call MIGCAP; if any North Vietnamese aircraft, fire aircraft makes came up, then they were there to deter them. We'd have, what we call it, they were former B-66 bombers, EB-66 bombers, E being for electronic and they would be filled with electronic counter-measure jamming equipment and people on board that did that and then we'd also have F-105s and they were there to suppress the SAM sights. So, if you can just imagine going through the air this sort of—we called it a gorilla, but going through the air with this combination of B-52s, F-105s, F-4s, EB-66s then you, just you know, you'd all move toward the target area and each one had a particular mission as part of that overall mission.

Walters: (16:58) And so then you were the co-pilot, pilot? Tell us about the makeup of the crew and how you evolved in your responsibilities as you went through that?

Young: (17:09) Well you start out as a co-pilot, in the right seat and at that time it was the Strategic Air Command which had been formed coming out of World War II under, you

probably heard of General Curtis LeMay and up until the time that I got in the airplane in the late-sixties, into the B-52, it had been very structured, very selective, and selecting crew members into SAC and into the B-52 and you had to have quite a bit of high time—flying time in order to be a crew member. For example, in most cases before you were selected to be an aircraft commander, the pilot in the, back in the day so to speak of Curtis LeMay, you would have twenty-five hundred, three thousand, thirty-five hundred-hours of flying time. Well, when I... it was timed it correctly I guess, when I enter the SAC, Strategic Air Command and the B-52, there had been a high turnover of pilots, there was a high demand right now because of all the missions we were flying and they continually lowered the requirements. So, coming out of undergraduate pilot training you have two hundred and fifty-hours, you up pick up another hundred and fifty or so hours in your, training in your aircraft, the B-52s, so that's what three hundred, four hundred hours and then you're trained as a co-pilot. So I had one tour in Vietnam as a co-pilot and I amassed quite a few hours there, a couple of hundred or so more hours and when I came back I wanted to be an Aircraft Commander because that was the next step and so I was selected to be an Aircraft Commander as a First Lieutenant which was unheard of in SAC those, those days and I, you had to have seven hundred and fifty-hours at that point to be, to move to the left seat, and when I took my aircraft commander check ride I had like seven hundred and forty-six-hours or something and the four plus hours I got on the check ride took me over the seven hundred and fifty and then I immediately deployed back to Vietnam as an Aircraft Commander pilot. The crew make up, Lowell, you had six crew members, you had the pilot, the co-pilot, and you had... we called him the radar navigator, more commonly thought of as the bombardier from, you know, B-24, B-17 days, and then you had the navigator and then the electronic countermeasure officer, we called him the EWO, E-W-O, E-dub, is what we call him for short, and then you had a gunner and depending on the model of the B-52 the gunner either rode in the tail of the aircraft—he was a tail gunner or the newer models, he was up in the cockpit with the other crew members and he electronically remotely controlled the guns that were in the back of the aircraft.

Walters: (20:13) So... shifting...

Young: (20: 15) Are my answers too long?

Walters: (20:17) No, this is... we want to know all these things from the Vietnam era and we'll get to Liberty here. So tell us about—before we leave Vietnam, as we talk about your military service and the Cold War, you know, the kids that are coming through Liberty right now, the Cold War is history to them, the Soviet Union is gone today, tell us about the attitude, and the instruction, the posture of the military, and how Vietnam related to the Soviet Union and the Cold War threats from the Soviet Union. Can you expand on that? What was the culture like in the military and in the leadership? And also, if you can transition from that into your personal experience, how did you disengage personally from Vietnam? How did you start working yourself up the ranks as we go through the seventies here?

Young: (21:21) Well it was a period of time and you know historically, this is my opinion, I think America has been what I call a militia nation and I think if you look historically, going back to the Revolutionary War, you know we have a challenge, we have whatever determines that we're going to go to war for whatever reason, then we build to support that and probably the greatest example is World War II, I mean what we were able to do then in just short periods of

time, the number of airplanes and tanks and guns that we produced and ships, I mean it's just unheard of...

Walters: (22:03) Quantities.

Young: (22:04) Quantities and I think a B-24... I won't have this correct, but I think B-24 rolled off the production line every thirty minutes or something, just unheard of—and all the airplanes and ships and the Rosie Riveter stories and things like that, but characteristically after every war we downsize. We did it after the Revolutionary War, we, of course the Civil War is a little different, but we did it then, and World War I, and World War II, the same thing happened after Vietnam and Vietnam was a very, very unpopular war, as you know, I'm sure just from some things you've read or history or some knowledge you may have. I didn't personally experience that because I would deploy from an Air Force base and return to an Air Force base, I didn't go through, as some soldiers I know did, through San Francisco airport coming back from Vietnam were denigrated and spit on and, you know, demonstrators were there. I didn't go through, personally experience very much of that at all, if any, just maybe a little, but not much at all. But because we downsized during that period of time that resources were limited, and people were leaving the military, we were trying to establish what our mission was in the Air Force. Even, we'd been geared up for Vietnam, but at the same time we'd had this country over there called the Soviet Union, alright, and of course the Soviet Union at that time was very involved in supporting the Vietnamese, the North Vietnamese, with personnel, equipment, training, supplies, and so forth and we had the Cold War, and so that was the main mission of the Strategic Air Command, had been and continued to be so. So even during Vietnam we still had aircraft, missiles, and submarines that were on full alert configured with nuclear weapons and so, as soon as Vietnam ended then we geared that back up so to speak, it had not stopped, but instead of having airplanes deployed to Southeast Asia, now they were back on alert with their nuclear mission and so that continued into the eighties or, you know, late eighties. But we went through a period of time where we were not resourced well and we didn't have the equipment, the supplies, the training that we needed in the seventies and then really with that turned around with Ronald Reagan. When Ronald Reagan became the president, he committed to equipping the military, resourcing us, and things like... just flight suits that we wore in the seventies. You get a hole in your flight suit and your wife would patch it for you, as supposed to going to supply and getting another flight suit because there were no other flight suits to be had and when Ronald Reagan became the president and commander-in-chief that slowly and then rapidly turned and then if you went through the eighties' again, addressing the Cold War, when he made his famous speech in Berlin, "Mr. Gorbachev, tear down this wall," that changed our business considerably also because I was the Wing Commander at Minot Air Force base in North Dakota at the time and that would have been in ninety-one, I believe—ninety, ninety-one when Reagan did that or that we had the effects of it and so, we literally took aircraft off of alert, downloaded the nuclear weapons, I remember one order we got was secure the alert facility, well the alert facility, and I can tell you what that is if you're interested, the alert facility had never been unsecured. It was secured with armed guards; with, you know, patrol dogs; with electronic means; with fencing; all sorts of things and so twenty-four-seven, three hundred and sixty-five days a year that was secured through those means. Well, we taking the weapons off of the airplanes, we were not going to have them on the alert facility anymore, the alert pad. So how do we secure, because the guards won't be there, we turn off all the electronic means to secure the facility, and so we decided to put a chain and a padlock around it, the gate. That may be a silly little story but that

was a big change for us at that point because our nuclear mission now was changing dramatically.

Walters: (26:54) And that was because we were seeing some cracks in the wall so to speak with the Soviets and...

Young: (26:59) Yes and because of, you know, with Gorbachev and because the Soviets starting to back away because of the threat, you know, supposedly diminishing.

Walters: (27:08) So if a person drives across North Dakota, like I did in ninety-five, ninety-six, a friend of mine took me across there, you'd find a silo cap every so many miles and then a control center, each one of them looked like it had a basketball court outside and all that. Were you in charge of those things as well or were you just dealing with the aviation aspect, the ICBMs? Tell us about how that worked.

Young: (27:34) Well, it varied, but it was unique in my career, or my personal career when I was the Wing Commander at Minot and when we did make the change in the nuclear mission so to speak, I was the Commander of the air-wing which were the B-52s, and there were a few KC-135 refueling tankers, and I was also over the missile-wing; I was an Air Division Commander and so those missile silos, the missile fields as we call them, were all under my, my purview. Interestingly enough, and I go back to North Dakota every year because I like to pheasant hunting and I have friends there, and I was driving back to where my airplane was, one, after I'd hunted and I was going across the plains of North Dakota, and you know what it's like there Lowell, pretty flat in most cases...

Walters: (28:30) Windblown. (Chuckles)

Young: (28:31) Yeah, windblown, and I'd see an old missile silo, where it had been, and you could see the road and the fence was there, so I just drove up to it one... the day I was going back and I just got out the car and I just kind of stood there and sort of just pondered and thought about it because here was this, this silo that the missile has been removed from that has been filled with dirt and concrete, and the grass is growing over it and there's no lock on the fence anymore, and it just, you know, I just took a few moments to reflect of how things had changed, but we still have a nuclear mission in the military and we still have nuclear ICBMs on alert as we say whether they're in silos or they're on submarines, ballistic missile submarines.

Miller: (29:19) Before we leave Vietnam, if you could perhaps address here, was there a different attitude? It seems like between the Air Force and the Army and how did both groups react to all of this Dayton and the Paris Peace talks? And is this a winnable war? And from the military point-of-view, what were they thinking during all of this negotiations and all during the war?

Young: (29:50) Well, the negotiations, Randy, started I can't have the exact date, in the early seventies' with Kissinger, you know, and the Paris Peace talks and so forth. It was—I guess you'd say a strange war in a way because there were so many like myself who entered because we believed in our country and if your country's at war then you have a duty to serve, there was still a draft at that time, which had been in World War II and previous wars Korean War and so forth. So you had a segment that were probably there because they didn't want to be there, okay,

but didn't, the only choice was to go to Canada or be what we call a draft dodger. But as the war went on, you know it became a much less popular war; I don't think that would have been the case say in World War II for example, alright. The whole country bought into that effort and so it became a confusing time, politics were very much involved. The lament of the military to a certain extent was that the war was being run out of the White House as opposed to letting the generals and the professionals, the professional military be responsible for and make the decisions that had to be made. So it became more and more of an unpopular war and then I think, probably in all branches of the service perhaps more so, and I've had Army friends, perhaps more so in the Army to a certain extent because they were bearing the brunt of the unpleasantness of it on the ground and the losses they had and so forth and so there was I think if there was a difference, it may be something like that. For the Air Force, we still had some of the same feelings I think because it had been dragging on and it was only at the, toward, well toward the end, the culmination there when Richard Nixon who was President at that time decided to take the mission to North Vietnam and that's where we, the B-52s and of course others became involved in that, which theoretically technically ended the war. Okay? We can debate what happened after that you know with the—now Vietnam being, you know, one, one country again. So the differences in the services, there's probably always been some certain competitiveness there.

Miller: (32:27) I guess where I'm, I was coming from is I have some friends who are in the Air Force they would say it tends to be more conservative, more married men or what, whereas the Army was more of the draftees and things and so it just seemed as though there was a different atmosphere or climate between those services and I was wondering if you...?

Young: (32:48) Well, I think there was because in that time period if you were drafted, okay, you were probably going in the Army. If you volunteered, you had a choice of, you know, Army, Marines, Navy, Air Force and so there was a difference in mind set, but there was still a... I would call it, we moved to what we call jointness over the years, joint commands and joint structure where you have representatives from all of the military, you know all branches working together, but I think then there was a problem because of that, you know the draft system, not that that was bad, I don't mean that, it was just—it tended to, if you were gonna be drafted, you were gonna go in the army and most of the other services were, you volunteered for, okay, or if you volunteered that's who you chose, I guess, put it that way and so there was a slight difference, but on the other hand I can remember being in the Air Force, my job was to strike targets, but my job was also to support the ground troops and we, we, even in the B-52 we would fly what we call close air support missions and support the troops on the ground.

Walters: (34:06) Let me ask you about the rule of what would have been in World War II heavy bombers and then it became more strategic bombers, you know it seemed like a John Q citizen like me that reads popular history and such, you know, I tend to think of the premier bombers and the equipment used in the strategic bombing as being a B-17, a B-29, a B-36 kinda coming and going without much of a ripple, but the B-52 staying forever and then the B-1 bomber came and made a lot of PR stuff, but was it strateg—can you talk about the evolution of the bombers and the missiles even as you go through your experience and...

Young: (34:47) Well, I think you have to characterize it to a certain extent of whatever timeframe it was, for example you had the World War II and the massive effort as I alluded to or

mentioned a few moments ago of just producing war material, whether it was the airplanes, the ships, the tanks, the guns, all the equipment needed to support the war effort, alright, and then when the war ended, there—even though very soon after that the Soviet Union started to evolve into what it was, there was not a perceived threat like we had just come out of, alright, and then in what '50, '51 there was a Korean conflict and so that was, you know, a two or three year conflict there that we rallied around. But at the end of World War II, we had this just masses of equipment, alright, and so it just went on the chopping block or just was retired and then when we got into the Cold War and then into Vietnam, alright, equipment became more expensive, it became a budgetary challenge for the department of defense, for the country on a whole and so now you looked for ways to extend the life of equipment and to use it in, even in different roles from which it had been originally planned or designed. B-52 is a great example of that, alright. So coming out of World War II, you had the B-29 as you said and then the B-36 and then there was the B-47 because we were moving into the jet age so the normal thing is okay let's get away from helicoptering aircraft and develop jet aircraft because of all the reasons you would think of, you know, speed, altitude, carrying capacity, and so on and so forth and so the B-47 was the first real jet bomber of any size and then of course the war department, department of defense said we need something beyond that and as you continue to develop and so forth the B-52 came along and so as you go through the evolution of that and then the continued threat that our country has faced and the development of the threats, the changing, the new technology, and things like that then the B-52 still retained a mission, but you had to then look at, alright is it capable of performing that mission against some of the threats that it will face? Can it even make it to the target? Can it strike the target? So that then brought the B-1 and then eventually the B-2 on board and now there's a long range strategic bomber that is under development in order to replace those airplanes. So because of I think budgetary constraints, we attempt as much as we can to lengthen the life of equipment now, so our military, I can't speak so much for the Army and the Navy, but the Air Force is flying equipment, much of which was developed, or a good portion of which was developed in seventies, eighties, some in the nineties, obviously, but as that equipment ages it becomes more expensive to operate and more importantly, can it perform the mission that is being asked of it? But the B-52 is, it was basically designed by Boeing in a hotel room in Washington one night because they wanted to win the competition over anybody else who would produce the next bomber and it was, it's just remarkable how well it was designed and how it is adapted to from high level strategic bombing to low level strategic bombing to conventional missions, it flew in the, obviously in Vietnam and all of the Mideast conflicts, Iraq, Afghanistan, and it's gonna, I think they predicting it to fly for eighty years, which is a long—nobody around here is driving an eighty year old car, you know and so that I think is why you see airplanes being around more, equipment being around more, but the risk of that is, is it going to support the mission that's going to be asked of it.

Walters: (39:26) Now maybe you can't speak to this and if you can I understand that, but you know when 9/11 happened it's about the closest thing that someone of my age ever saw with dealing with a quick emergency crisis and the president was taken around and people didn't know where he was at and that's understandable. What would have been like the ultimate nuclear attack how would you folks have responded in the eighties or seventies or can you even speak to that or is that something you can't go into?

Young: (39:58) No, I think that-

Miller: (40:00) What would a really bad day have looked like?

Walters: (40:03) To minimize the wording of that and how would you have reacted?

Young: (40:06) Well in the sixties and seventies and into the eighties, so, you know, thirty, forty year time-span there, the major threat was the Soviet Union and the Warsaw Block, okay, you know the Eastern-

Walters: (40:22) Eastern Block, mm-hm.

Young: (40:23) Eastern Block, and so our missions were all designed toward that threat, so a typical B-52 mission from a base in the United States or overseas, we had some stationed overseas at one point, you would have your crew on what we call alert, they'd be on a seven day alert generally, living in what was called an alert facility it was in a highly secure area their airplanes were within running distance of where they, where they were and the airplanes were fully configured with fuel and weapons and they're in a, what we would call a launch status so that, was a horn, we called it the Claxon, if the Claxon went off you would immediately get to your, run to your airplane or drive, whatever, wherever you were. You had constrictions as to where you could go around the base and you had to be at your airplane within a minimum amount of time, so generally from the time the Claxon went off, this massive B-52 would have engines started and be rolling down the runway within about two minutes, two to three minutes okay and so you... the procedures to do that for example you didn't strap in and put your parachute on or anything like that; you jumped up in your seat, you fired up eight engines, you taxied out, and you took off, okay, and then once you had done that, then everybody had, every aircraft had predesignated targets that you'd study, you'd planned for, you'd memorized the whole mission, all the contingences that could be associated with that mission and then there were certain authorizations you would receive along your route to finally confirm that you were to strike your target and those targets were in the Soviet Union, okay. Which we, and, you know, now that the, when the Soviet Union broke up and we have the various countries and you know Russia and all the other countries, well, at that point those targets could be anywhere in the Soviet, Soviet world, Soviet bloc so to speak, and you'd strike your target and then you'd recover, okay, and those were nuclear weapons that you were carrying. So I could take hours and tell you about that mission but it normally was a take-off and several air refuelings with KC-135 aircraft or, later, KC-10s and then the penetration of the Soviet airspace and to your target and hopefully you made it, made it to your target and recovered at a recovery base, which would not be back in the United States, so that was a typical mission. One of the most interesting things that happened to me, this was when, this was in '95, I think it was '94, '95, I was still on active duty and of course we had a different relationship with Russia at that point and we had a—I was the Wing Commander at Barksdale Air Force Base in Louisiana—and we had a sister base in Russia and so they would come visit us, their personnel, and we'd go visit them and I was asked to represent the United States, in June of 1995, which would have been the fiftieth, I think it was June, it was the fiftieth anniversary of VE, Victory in Europe Day, okay, and so we flew a B-52 over there and we had a KC-10 with us for refueling and carrying supplies and things like that, but it was kind of interesting because I'll never forget launching from Louisiana, flying all the way to Russia and of course you're about eleven or twelve hour time zone change which was irrelevant at this point.

Walters: (44:18) And you go over the North Pole at that...

Young: (44:20) Yeah...

Walters: (44:21) You go over the Artic...

Young: (44:22) [Silverratche] , yeah, and so anyway, but here's the thing I'll never forget, okay, and we finally—you're talking to air traffic control all the way and then finally you get handed off and they say contact Moscow control and I was thinking, for, you know, the majority of my career I always—okay if I go to Moscow, it's gonna be on a B-52 and it's not something I really want to do, you know, I all of a sudden hear 'contact Moscow control' and then the other thing that just blew me away, I happened—I don't remember what altitude we were at—I happened to look down and there goes a back-fire bomber flying under me, you know, going to his base or whatever, so it was kinda... that was kinda interesting.

Walters: (45:02) Kinda different.

Young: (45:03) Yeah.

Walters: (45:04) So what would have happened then—maybe you weren't involved with it at that time but what would happen then at ICBM sites, if, if, you know, an all-out attack would have happened? You spoke from an aviation standpoint with bombers, but what would have happen on the ICBM front?

Young: (45:20) Well, three things would have happened...

Walters: (45:24) Would you have had to have confirmed your weapons as well? Would you have had codes that you'd had to confirm?

Young: (45:29) You have codes... we call them go-no code and we had certain points where you don't cross this point on your mission unless you have the Go code, so to speak, and you would just orbit there waiting for further instructions, or once you receive that Go code and depending on the mission, there was no recall. I mean you were committed. So you really had—we call it the triad—you had three legs of the... nuclear force, there was the bombers, there were the ICBMs in the ground—missile sites, and then you had SLBMs—the Sea Launch Ballistic Missiles, alright and so, if it was an all-out attack on the United States with an all-out response, we would be launched immediately, like I said, you had to be off the ground in the matter of just a minute or two and the ICBMs would've been launched and the SLBMs would've been launched against their targets.

Walters: (46:31) An SLBMs is that Navy or is that...?

Young: (46:32) That's Navy.

Walters: (46:33) Is that your equipment that they're launching?

Young: (46:36) No those are some of the same missiles but they are on ballistic missile submarines.

Walters: (46:40) Okay.

Young: (46:41) We call them boomers for short.

Walters: (46:42) Sure.

Young: (46:45) And so all of those would be launched. All going either to different targets or they may be striking a target once or twice and it would literally depend on what the National Command Authority determined were going to be the targets because they could be very selective, in other words, they could launch the B-52s and we would strike certain targets; they may be military targets, they may be communication targets, and then you... there were choices on leadership targets, in other words, take out the crown just like they'd want to take out the White House and so there were selections to be made there, but I was responding to if they're an all-out attack on our country, we'd probably would have thrown everything at them, but if it was being elevated in some way, well then...

Miller: (47:36) ...We'd have a measured response.

Walters: (47:37) Of course with submarines, in theory, they don't know where the stuff would be originating and was that true with the MX missile too? Were they...

Young: (47:45) Well they knew... they knew where all the missile silos were. But the thing of it was, is if the Go code, launch code, was given to the missile silos, they're in the air in 30 seconds or so. So there's no way... even with the... if the Soviets launched an all-out attack, unprecedented, unpredicted, totally out of the blue... once the decision was made then, those SOBMs and the Minute Man, that was the name of the missile, the ICBMs in the missile sites would have been launched and then you go on what's called a survivor mode; you're getting everything in the air that you possibly can so.

Walters: (48:32) So as ninety-one comes on and the years that broke down the Soviet Union, how... what was our approach? How concerned were we about some radical doing something that, well this is the end of my country, I mean I'm speaking from an uninformed citizen here, so to speak, but, you know, what precautions did the U.S. take? Can you to speak to that about? Did you have contacts in the Soviet Union that you really could trust deeply that were watching things and keeping the armaments from getting in the wrong hands even as the Soviet Union was...

Young: (49:08) Not necessarily and I think, you know, there's lots of books written about that, and lots of stories. I think that... you know, there was somewhat of a spirit of cooperation, but again you're talking about almost two generations, at least one to two generations of culture and belief, and having visited Russia several times, as a military and as a civilian, I mean I like, I find the Russian people to very enjoyable and very warm, very- I mean I enjoyed visiting with them and it's interesting the times that I was over there as a military person, we never talked about the Cold War. I mean, they were more than willing to talk about the Great War, which was World War II, I mean they lost twenty-five million people in World War II, and that we were allies in World War II, but we would never really talk about that...

Walters: (50:06) Sure, emphasize the positive.

Young: (50:08) Yeah... and so, I think coming out of that period of time there was a lot of redefining, there was analysis, there was study, there was—alright who—what is our threat now? What portion of the Soviet Bloc is still a threat? And of course, if you remember it was in ninety, ninety-one, now you're not talking about a long period of time between the wall coming down, of course; it was not very long before we started to identify other threats...

Walters: (50:41) The Persian Gulf War, I wanted to ask you about that too.

Young: (50:42) ...Vietnam, Persian Gulf, and things like that, you know? And so, we're still, I think, wrestling with that to some degree, I mean, what is the threat to our country and how do we prepare to counter that?

Walters: (50:57) Well it seems like in the twentieth century you still had some inherited nationalism that concentrated your enemies, now it's more of an ideological sort of situation with the enemy scattered all over the place in pockets. Is that correct?

Young: (51:13) Well, I think that's correct. I think what we lose sight of and, it's almost like I said, after war you downsize, okay. Oh, the war's over and you know, let's turn, what is it?

Young: (51:29) Ploughshares...

Young: (51:30) Weapons into ploughshares and I think that becomes not only a reality in downsizing with equipment, and size of the armed forces and so forth, but it's also a mindset, alright and oh you know, the peace is here forever; well peace is not here forever. I mean, it's not. There's only one time as Christians we know when there's going to be total and absolute peace, alright and so, there's always going to be evil in the world, we're always going to have enemies, and they're always going to attempt to, you know, thwart our way of life and our belief and our country; and I think it's as prevalent now as it was fifty years ago, in fact maybe even more so and I don't think that our country on a whole generally accepts that or realizes that or buys into it, so.

Walters: (52:32) Now shifting a little bit here to a different sort of perspective in the military thing and the military subject line here, I remember reading somewhere coming away with the idea at some point that NASA and the Space Race really forced us to take our technologies and make them solid state, make them small, make— and then that helped us to shrink everything. Could you tell us about the relationship with NASA and specifically, do you have any comments or experiences the Star Wars initiative when it came out? When ninety-one came around, kids like myself, well I'm not a kid now, but I was coming out of high school and my colleagues went to the Persian Gulf War and I remember watching stuff on TV and I'm like, "Wow! That technology is awesome!" Could you tell us about the relationship with NASA and what came out of that for the military, if anything, and Star Wars and the Reagan era, do you...?

Young: (53:34) Well, I don't have too much knowledge in that area...

Walters: (53:36) Okay.

Young: (53:37) Quite forthrightly, but... a lot came out of the space program, a lot that we don't even realize, I mean, things that—for example, that were very relevant to us in the military, this

is a very, very simple example, Velcro. Velcro came out of the space program. Sticky Notes. I mean it's silly the things that were you know, invented, so to speak, out of that, but then converted or found utilization in other areas and so if I were to fast forward, an example of where we are in that today, if you think in aviation, I think is the unmanned aerial systems, alright, and we've incorporated that into our aviation program, our School of Aeronautics here at Liberty because we're just at the very forefront of that. So the only reason I mention that Lowell is because if you go back and I'm probably not able to give you very much information on the context of relationship between NASA Space program and military although there's a tremendous amount whether it be design aircraft and missile systems and weapon systems and things like that. But I think it's very typical of how when you convert a—or take advantage of—a military program, a military system and find other ways to use it, alright, and so when you think about the space program, where did the space program start? It started coming out of World War II and Wernher Von Braun and the VI and VII rockets that they used to launch at England, okay, and then the massive secret effort to bring all those engineers and scientist to the United States and to locate them in Huntsville, Alabama and they started the space center there, okay. So that, back then they started turning their energy toward, what, a peaceful endeavor which in then John F. Kennedy would in '62, '63, we're going to put a man on the moon. So there's a lot of spin off from that so I'm using unmanned aerial systems as an example, that's where we are with that today. We think of them as drones striking targets, okay. Once this opens up, so to speak, it's moving at the speed of light right now, they're going to be so many, so many spin-offs...

Walters: (56:13) It could be Amazon delivering packages.

Young: (56:15) Well you've seen that already. But even, I don't know that the public is ready for it but the technology is there to fly an airplane from an airport all the way to Europe, land it, and you don't even need to have a person on board. The technology is there. I don't know whether the public—the flying public—is ready for that. But even Fred Smith, who is the CEO of FedEx has said, "I see the day when our FedEx aircraft are going to be unmanned." Because, you know, they load—they'll probably be robotically loaded. They'll take off with someone controlling it from wherever—Memphis, Tennessee, which is where their headquarters is. They fly all the way to Europe; they land, they're robotically unloaded, and then they go however they distribute it and it may, the distribution may be to an unmanned aerial system—a drone that takes it and drops it somewhere. So, if you, if you, I won't get off into unmanned aerial systems. I'm just using that as an example of how military technology—military systems—once it is uh, uh, made available to the civilian... industry, it just takes off. I mean think of aviation in itself. Before World War II, who would've thought, you know, aviation would be where it is today. What launched aviation was the use of air power in World War II. That's when, right after coming out of World War II, the airlines—that was the golden age of air travel, right? People got out of their...

Walters: (57:49) Well, before that you have the Pan-American Clipper in the thirties, but, you know...yeah, it really hit the...

Young: (57:55) And what provi—all the military pilots coming out of World War II, they, you know...

Miller: (58:00) They're trained, and where are they gonna work, now?

Young: (58:02) And they take all those old C-47s that were used to drop paratroopers, and they put airline seats in 'em. I mean, you know and the Eddie Rickenbackers of the world...

Walters: (58:12) And that's when the railroads lost all their passenger traffic then.

Miller: (58:17) Well, now, before we leave the military aspect—and we do want to get in and talk about the—your Liberty side of life, but if you would just kind of give your history there as far as, alright, we heard about you being trained as a lieutenant, and you ended up as a general. Where you a field general, so to speak, that you were, you know, out, commanding missions? Or were you a desk general? Talk a little bit about going from lieutenant to general, if you would.

Young: (58:45) Well, I was very blessed. I really was blessed, because I—I did not go in the military with the... commitment to make it a career; I just didn't. I went in because it appealed to me, I wanted to fly airplanes, and there was a war going on, and after Vietnam ended, alright, I think I was coming up on assignment. It would be time for an assignment and I was giving serious thought to leaving the military, not because I didn't like it; I enjoyed it, but I just, you know, maybe there's something else I'd want to do and it's—God works in strange ways, but I received an assignment, and I said, "Well, that's pretty cool." You know, and I was assigned to the Pentagon as a young captain, which is generally unheard of and I went there, and I said, "Well, that was kinda neat." And then I got—I was going to then go fly FB1-11s, and I had a class date to be trained in those and I got a call from a fella who I'd worked for, a colonel, and he said, "Well, I'd like for you to come work for me, here, and fly B-52s, again." And I said, "Well, that sounds like fun." And I could go on with other examples, but, all of a sudden, you're at twenty-something years and you look back and say, "It wasn't a 'I'm going to be committed to twenty plus years or whatever in the military.'" It was more like it just sort of "Well, that was neat. That was neat." And I was very blessed. I advanced fairly rapidly. I had several below what you would call "early promotions." And I had jobs that I just loved doing and I think my spiritual gifts, if you want, God-given gifts are—and I've taken all the tests, but they'd generally be administration and leadership and things like that. So, I gravitated toward it and was blessed in many ways. I mean, you know, sometimes it's a, you know, there but for the grace of God go I sort of thing, but, on the other hand, I was—'cause I did some stupid things, too, as we all do along the way, but I was, I was very blessed in the jobs I had, the people I learned from, and the opportunities I had. Like I said, my wife and I just celebrated our forty-seventh anniversary, and she was with me all the way. She was a—she was I was going to say "a great mother"—she still is, obviously. But you know, our boys are out of home and we have grandchildren, now, but that I think was absolutely one of the key things in my—they say that behind every successful man is a strong woman or whatever, but she was there for me the whole time and my deployments, sometime, in Vietnam—in December '72, that was what we called "The Christmas Bombing," and we were bombing Hanoi, and I was flying missions up there and she was living in Washington state, or we were in Washington state and she was coming back to Virginia to visit for Christmas and to bring—when our first son was born, he was two months old when I went to Vietnam the first time. So, you know, he kind of grew the first three years without me having a big presence, three or four years in his life, but she was flying back to... Virginia, and she was in Chicago O'Hare, and you got to realize this was before the days of cell phones and things like that and there was a—two airplanes ran together on the runway—it was a heavy, heavy

snowstorm. So, she's there with a... almost two-year-old baby, and a one-day supply of diapers and food and everything and she's seeing on the TV that airplanes are being shot down in Vietnam, and she gets to a payphone and calls back to the base and says, "Do we know anything?" And he says, "Yes, we lost some airplanes, but we don't know who the crews are yet." So, she knew I was flying that day. She kind of had, you know, she sort of had a sense of my flying schedule. She knew I was flying that day and, so, my point in telling that story is, she was there, totally, absolutely, and she took care of the home front and when I was in military—and that goes all the way through when I was a commander, I mean, every job I had, she was totally supportive. If I had to, if I got a phone call and had to leave immediately, she just picked up the traces and, so that was very, I won't say critical, but I think very important in my ability to do my job and she's still that way, you know. I was gonna get home early and cut the grass, yesterday, and I didn't, job kept me at work and I get home, she had already cut the grass.

Walters: (01:03:46) Well, so, did you have any contact with any of the presidents at any point any point in time? Anything you could share with us?

Young: (01:03:53) I got to meet some, the closest contact, you know, where I had personal time, I got to meet the first, and have some time—personal time—with the first, you know, President Bush, but probably most interesting one—it was kind of interesting—is in seventy-... it was when Carter was president. I'm trying to think of what year it was.

Walters: (01:04:16) Seventy-six... to eighty?

Young: (01:04:17) Seventy-seven, October of '77, if I've got my dates right. He had—would he have just been elected then? Maybe it was October '76, I have to think about it, but, anyway, he was coming to SAC headquarters in Omaha, Nebraska to visit the command as the Commander-in-Chief and, we—this is interesting, every year as a B-52 crew, you had to what was called certify, make a, it was called the Emergency War Order Certification, and you had to do it to the Wing Commander or higher and you had to demonstrate all your knowledge in order to fly your nuclear mission. It was a stressful time, 'cause you were tested and questioned, and the whole crew had to present, you know and, so, it was kind of boring, the way we'd always done it, in that you just said, "Okay, I'm going to do this, this, this, this." You know, and you gave your responsibilities, and then they'd ask you questions and things like that. Well, my crew and I said, "Why don't we liven this up a little bit?" And so what we did is in our certification, we pretended as if we'd already flown a mission, as opposed to "This is what we will do on our mission"...

Walters: (01:05:39) Future tense. You're gonna make it past tense.

Young: (01:05:41) Past tense and so, the certification was normally about an hour, hour and a half long, and we had ours prepared. So, we told the story of, you know, taking off and this happened and this happened and every crew member would chime in. In fact, we had my electronic warfare officer—EWO—was a guy named Jorge, George—we called him Jorge—but he was from Costa Rica and he would get so excited about talking about the missiles coming up and what he did in jamming them, his voice—he had a pitched voice, you know—and it was kind of fun, because we did that and it was well received, because even the commanders—over and over, you've got thirty, forty crews—you're hearing the same thing over and they said, "This

is kind of fun.” So, they asked us to give it to the Eighth Air Force commander, who was a three star general, and we were captains then and lieutenants and we did that and he thought, “Hey, this is pretty cool.” And so the timing just happened to be right, in that the President was coming to visit SAC Headquarters for his tour and everything and they wanted a B-52 crew to give a briefing and so, the Eighth Air Force commander called the sink-SAC, the four-star in charge and he said, “Hey, I’ve got something here. You may want to consider this.” And so, the next thing I knew, we were flying our B-52 to Omaha, and we gave the briefing and it was like an hour long and we honed this thing down to ten minutes, believe it or not. So, that means it wasn’t nine minutes and fifty-nine seconds. It wasn’t ten minutes and one second. It was ten minutes. Okay? And so, we gave it two or three times. We went to Omaha two or three times, ‘cause we had to be very well vetted before they were gonna put these young captains in front of the President of the United States and we had little side-bets going like how many generals would be in the room, when we’d give the briefing and we counted stars when we would each put a dollar in the pot—little funny things like that, you know. The gunner ended up winning that bet, just six bucks, but, or I guess five, because one dollar was his, but, anyway, just before the president walked in the room, they said, “He’s running behind time. Okay? And Captain Young, can you condense your briefing?” I’m thinking, “Holy smokes! We went from sixty minutes to ten.” You know? Anyway, he walked in and it was the Secretary of Defense, the President of the United States—the Secretary of Defense, the Chairman of the Joint Chiefs, the Chief of Staff of the Air Force, and I don’t know who all the others were. I mean, there was a bunch of them. Okay? And President Carter walked in and just said, “Hi, I’m Jimmy Carter.” You know, and I said, “Mr. President.” And he said, “Tell me about your mission.” And so I had to adlib everything that we’d done, and I grabbed, asked a crew member to say one or two things, but we did that and then we went out to the uh—he wanted to tour the airplane. So, we went out to the airplane and he and I literally sat up in the cockpit for about ten minutes. He was asking me questions and everything like that and uh, the uh, the funny thing was I think I did too good a job on tellin’ him how good the B-52 was, ‘cause right after that visit was when he cancelled the B1. So I never told that story because that was a big deal for the Air Force, when the President said, “Stop the production of the B-1.” And then, of course, Reagan brought it back when he came on board as President. But uh, so that was probably the clo—the time, I had more time with just one-on-one. We’re sitting up in the cockpit, and he’s in the seat and I’m in the seat and we’re talking.

Miller: (01:09:24) Well, now, the first Bush had been an aviator, right? And so, did you share anything there?

Young: (01:09:29) Uh, just, uh, it wasn’t anything like that. He was visiting at our base, and I got just a little time...

Miller: (01:09:37) A little face-time with him and so, your very last job in the military as a general—and how many-star general were you? And what was your very last job in the military as a general?

Young: (01:09:50) I was a one-star. Okay? Uh, and uh, it was interesting. My last job I was a wing commander at Barksdale and this sort-of now morphs into coming to Liberty. Uh, I had never envisioned that, and I’d been very blessed in my career; I’ve been promoted early for the last four ranks. I guess, I was the youngest guy on my general officer list, okay, so I was the last one who actually pinned on my stars because I was the most junior guy. But you know God

works in strange ways and I had, when I was wing commander at Barksdale, and you may know him, Charlie Davidson is here, I think he's in the school of religion now or...

Miller: (01:10:37) He teaches the D-Min program, the Doctor of Ministry Program.

Young: (1:10:41) Yea, I think he's had two or three roles, but Charlie was one of our chaplains and I worked very closely with our chaplains. Whenever I was a commander I would, we attended church on the base chapel cause I said, you know, my job is to lead by example, so to speak and if we've got a great chapel program, I want to be part of it and if we don't have a great chapel program, I need to do what I can to help fix that. So I worked very close with our chaplains, Charlie was one them. He wasn't the head chaplain, the installation chaplain and we had a prayer breakfast coming up, uh, and so we were considering who we would want to come speak and Charlie, because of his association from Liberty and with Jerry Falwell—Big Jerry as I call him opposed to little Jerry—but he said, “What about inviting Jerry Falwell?” I didn't, I was from Virginia, but I didn't really know him. Liberty University did not exist when I left Virginia and all I really, I was not a—I didn't watch TV evangelists. That just wasn't my thing and all I knew about him was like the Moral Majority, his political stance, and you know, things like that and so, Charlie asked me, I said, “Well, Charlie.” I said, “This is a military installation.” I said, “We gotta be real careful. We can't have someone come in here, making political statements and things like that.” Clinton was in office at the time, you know and I said, “The last thing I need is someone coming on the base and he's going to be blaspheming the president or something like that. He can't do that.” And so, Charlie called and invited him, and put those caveats down, said, “Listen. We'd love to have you come, but no politics. Is that agreeable?” Uh and so, um, he came, and it was interesting. He'd never been on a military base before, and I'd never met Jerry Falwell and Jonathan came with him—Jonathan was just, this would've been twenty years ago, so Jonathan was just, I guess he was out of college, and he was still young, very young and Robbie Hiner, who used to be with the ministry, 'cause Robbie was gonna sing a couple songs. Uh and so, Jerry, they landed about midday the day before the prayer breakfast. The prayer breakfast was like 7:30 in the morning, something like that and uh, which was kind of early, 'cause a lot of guys would just come in the night before, spend the night, get up and do their thing, and leave, you know. So, we uh, uh we had arranged a whole tour for him, and flying in a simulator, getting in an aircraft, flying the aircraft, and then briefings, and when he landed, I think he was in a king aircraft, and we literally have a red carpet at base ops that you taxi up to and I had the guys out there with the crossed sabers and all that, you know and he got off, and he thought that was all pretty cool and then, the wing commander at a base has a specific car he drives, and so, it's easily identifiable and whenever someone sees the wing commander's car come, then they salute it. So, Jerry, we're riding, I was touring around the base and doing all the things I mentioned, they're always saluting and I think initially he thought, “Oh, they know me! They're saluting me.” You know Jerry and then we had a nice dinner for him that night and brought in some key folks from town and our chaplains and everything and then, the next morning we had the prayer breakfast and then he didn't leave 'til about eleven o'clock the next morning. So, we had a lot of time together. Uh, it was interesting, because we had a very, very, very nice set of visitor quarters there for distinguished visitors and I'd put him—it was a whole house, you know—I put him up in that. I picked him up the next morning, and said, “How'd you like your sleep?” And he said, uh, “Great.” He said, “I really like it.” You know, and uh, it's completely outfitted with everything, including a whole complete, you know, supply of beverages—anything from coke to the best bourbon or whatever, you know and, uh, so I picked

him up the next morning, and I asked, “Well, you didn’t get into the bourbon last night, did you or anything?” And then I said, “How’d you like you bed?” And he said, “I liked it fine.” And I said, “Well”—and this is true. President Clinton had slept in it about two weeks before in the same bed and I said, “Well, that’s the same bed that Bill Clinton slept in.” And he looked at me just, and he says, “You don’t think I caught anything, do ya?” And anyways, well, we hit it off. I just enjoyed my time with him, you know and we had a lot of private time, riding around and talking together and we just kind of hit it off, ya know? And uh, so that was sort of, I mean, that was really the end of it. He made the comment to me as he was leaving and he says, “Listen. You ever get out of the Air Force, give me a call. I want you to come to Liberty University.” And I totally, absolutely blew it off, okay?—and didn’t even really think twice about it. Well, God works in strange ways, alright? ‘Cause I had never ever considered leaving the military then. I had a very good career going. I was coming up for an assignment and probably another promotion. Okay? And I got a call out of the blue one day, uh, and it was from a Christian, I guess you would say, or nonprofit, executive headhunter kind of guy and he said, “Your name has been given to me to be considered for a position.” And I said, “Well, I’m not interested in a position. I’m in the Air Force, and I’m going to be reassigned.” And, I didn’t tell him, but I think I’m going to be promoted. “I love what I’m doing, and I don’t even want to talk to you.”

Walters: (01:16:14) About what year is this?

Young: (01:16:15) Uh, that would’ve been ninety-six? It was right after, a few months after Jerry’s visit and uh, his name had been, or my name had been given to him by a retired three-star, who he and I had started a Bible study group together and he, the three-star, had been approached about the position, and he says, “No, but why don’t you give this guy a call? Dave Young.” And so, I blew it off. I don’t even think I mentioned it to my wife. I just forgot about it. Well, about a week or two weeks later, the guy calls, again. You know, and I say, “No, I’m just really not, you know? Quit bugging me!” You know? And uh, I think I told my wife about it, then and she said, “You know, you in your entire life had never interviewed for a job. You’ve never written a resume. You’ve never done anything like that and you’re going to have to think about retiring sometime. Is this something you, you ought to at least go through the drill, you know and I said no, I don’t want to do it. Forget it. The guy calls a third time and it kind of went what the heck is going on here, something is happening. So I said okay, tell me a little more about it, what is it? And he said well we’re trying to fill a position with Focus on the Family in Colorado Springs. Jim Dobson, I don’t know how familiar you are James, Shirley Dobson, Jim Dobson and we had used a lot of his materials in raising our boys, books and videos and some of our bible study classes we used Dobson tapes and things like that. So I went on and told my wife about it and she said maybe you ought to look into it. So I said okay. So we did a couple of telephone interviews and it kept progressing and progressing and then they flew me to Atlanta for an interview and then they flew Ginny and me to Colorado Springs for an interview, then they flew us back to Colorado Springs and we had a private dinner with Jim and Shirley Dobson, and interviewed by all their staff and everything. I came to find out they started out with like 60 people and I was the one guy left standing for this one, to work directly for him as his VP of operations or something or other and then I, through a series of things he and I both agreed that maybe I wasn’t the right fit and it didn’t so... But it got me thinking about doing something; you know God was at work here. It got me thinking well do I want to go on in the military or do I want, I was a little bit around 50, 51, 52 something like that, then I said or is this the time to do something else and I literally called Jerry up and said, “Remember me?” “Oh yeah, how you

doing, Dave?” Well I said, “You made a statement to me one time that if I was ever interested, is that something you want to talk about?” and he said “Yep, when you want to come?” and so I went ahead and put my resignation in with the Air force and came to Liberty University and as believers, as we so often do, we look back and say it didn’t make any sense at all at the time, but when you look at the way that God has put together the painting and continues to do so in our lives then it made perfect sense. So it all started by inviting him to come be the speaker.

Walters: (01:19:43) And, so before we leave the military there, you’re a member of the evangelical association of military chaplains, have you ever served as a chaplain?

Young: (01:19:58) No, let me clarify that, I saw your question so I probably have some things listed on my bio or something. There’s an organization IAC and a good friend of mine, David Peterson, who is a retired army chaplain, he was actually Norm Schwarzkopf’s chaplain when they launched the, in ‘91, the first Persian Gulf War and Dave is the one who gave the invocation to the staff before Schwarzkopf gave the order. In fact he came, I invited him, he came here and spoke many years ago at military emphasis week in convo Dave did. Well Dave and I have been friends for years, we served together at a joint assignment, he taught the Sunday school class that I was in, he’s a retired army chaplain, if I didn’t mention that, but he has been very involved in the IAC, he asked me to serve on the board so I served on the board of that for so...

Walters: (01:20:58) So that was the connection...

Young: (01:20:59) That was the connection for several years and then I resigned because of just some other things.

Walters: (01:21:04) So we really want to go into the Liberty history here but just one other question then, is, it seems as though in the military today that there is some things recently here with don’t share your faith, don’t have a bible on your desk, you know some of these types of things. Can you just talk about the military and religion as you see it today?

Young: (01:21:25) Yea, I don’t know Randy, how qualified or of the day I am to do that, the forthright and not to go back in my time in the military. I never had a problem in being able to share my faith and what I mean by that is that I didn’t evangelize, I wasn’t bible thumping people, but I can tell you that every staff meeting I had we always opened in prayer. I can tell you that there were some people sitting around the table that that probably didn’t resonate well with them but maybe at that time period they didn’t feel like they had a voice to complain about. Gosh if I’m going to complain about what the commanders are doing here that could be, not serve me well kind of thing. So fast-forwarding to today, I have very good friends, most of them whom were young lieutenants and captains who worked for me, who serve in the military today. They are strong believers and I think to a certain extent it may be a little overblown because even when I was in I would end a speech and you gave a lot of talks and I’d say God bless you, God bless everyone, God bless, you know I’d use things like that and it was never a problem. You still hear to a certain extent that. So I’m not sure how difficult it is to practice your faith or to be a firm believer and espouse that. I think it’s, I don’t know how different it is, in other words you’re not going to go running around Walmart doing it right, so I think you have to be careful in an official capacity, alright, doing that in the military. But that is somewhat true in most secular organizations. So I’m not adding creams to that, I don’t know how difficult it is because I have

friends and I asked them, are you having a problem? “No, I don’t have any problem at all,” they go to church, they pray. I was at a change of command ceremony for a good friend of mine, it’s been three or four years ago now... and he’s a two star general now and he just said, “I want to thank my Lord and Savior, and I wanna thank Jesus Christ for what he’s done in my life and bringing me to the point I am right now.” He didn’t get fired. So I think you have to be careful how you do it... If I’m trying to convert one of the troops, that’s a whole different situation, you know, but I’m really probably not the right guy to ask, but I think to a certain extent it’s blown out of proportion. But I think where I would have difficulty now as a commander, is the ready acceptance of some of the—you want to call them social issues with the...

Miller: (01:24:14) Women in the military? Gays in the military?

Young: (01:24:16) Well... not so much in the military, but the—almost the promotion of it, to a certain extent. It’s going overboard. And I just—in fact, I was told that the wing commander at Barksdale air force base now is a woman which is the first time that—not anything against women! I don’t mean that. It just happens to be a historic moment, but as an openly practicing lesbian, you know. I think I would have a hard time as a commander quite frankly recognizing same-sex marriage. I would just personally feel very uncomfortable with it. Or if two couples were gonna get married; you know, at the base chapel, I don’t know how I personally would deal with that, that’d be very difficult. So, I’m thankful I’m not in that situation because that could be a... tough one. You know, that I never had to deal with that.

Walters: (01:25:13) Well, it looks like we’re gonna have multiple interviews here with you and this interview will be very military/historically oriented, but one final chunk of history that we didn’t get into, talked a lot about the Cold War. Can you speak to the role that you had in the Persian Gulf War or maybe that’s too fresh and too sensitive? If you can’t, you can’t...

Young: (01:25:39) No, it’s not that at all.

Walters: (1:25:40) Were you called in in any way with the Operation Iraqi Freedom then ten years later? Did you have still a consultation role in that’s a....

Young: (1:25:50) No, I uh, on the first Gulf War we had airplanes participating. I was in command role. I didn’t actually fly missions, but I had airplanes and crews and people we supported and supplied, but that was really my role in that.

Walters: (1:26:10) And then, did you deal a lot with other, with our Allies there? That was a much more of a coalition, sort of action compared to Iraqi Freedom at least it seemed that way from my view as a citizen. Did you have any interactions with other commanders in other countries or was it all in silos, so to speak in the command structure?

Young: (1:26:36) No, it wasn’t so much in silos and that had begun to evolve coming out of the breakup of the Soviet Union. There were various deployments, exercises where they did not go well because of the breakdown between the branches of service. And it was not so much that they were parochial, Lowell, it was more sometimes, it was just the—that there had not been any commonality. One of the classic examples was, I think it was Grenada, when they went in there small little thing, but they’re all on different radios, different communication systems, they couldn’t communicate. So those sorts of things started to really become obvious and promulgate

into the forefront so that now we started looking at joint-ness and so what do I mean by joint-ness? I mean Air force, Army, Navy, Marines, all serving together so a joint staff; for example, one of my assignments was with the Army, at headquarters forces command which was the combat command of the army, and I was called the J-five, J meaning joint. I was in charge of all the planning for the army combat forces. And I was an Air force officer, well, we had marines on our staff, we had army on our staff, Air force, Navy, you name it, because we realized the importance of bringing everyone together into the fight, so to speak. And somewhat different than World War 2 time...

Walters: (1:28:20) Yea, how did that work then with like Great Britain and some of the other allies that we had, and Persian Gulf War, where did that communication happen and how did it workout?

Young: (1:28:36) Well actually, initially at the higher levels, the command levels and staff levels so you may not have a group of British soldiers integrated into a group of American soldiers because of a variety of reasons. They may have different equipment they're using and so now you're causing a problem, a supply problem. They're using one rifle and we're using another one. And now you have to have the ammunition and supply, anyway you see where I'm going with that. So we didn't do things like that, but what it was is taking the capabilities of each force and melding them together, ok. And making sure that things like basic communications and operation orders and the equipment that you could use them in a joint force.

Walters: (1:29:34) Sounds like a good preparation for a university with lots of different departments with different skills.

Young: (1:29:39) Well in actuality and I don't know where you're going with, I probably took too much time of your time, I didn't mean to do that but I was just...

Walters: (1:29:49) No. No. We're fine, if you don't mind we'll do three sessions this summer.

Young: (1:29:53) Uh, no, and it's you talk how about God leads you to point, brings you to a point. I can remember when I was considering when Jerry said, "Well, why don't you come on up?" I didn't give him an immediate answer. In fact, the first guy I wanted to talk to was a good friend of mine who was the installation chaplain—Southern Baptist at Barksdale—and I said, "Gene, what do you think?" He says, "Well, Dave." He says, "It depends on what you want to do, and it depends on how God's gonna use ya." And I said, "What do you mean?" And he says, "Well, as a Christian, you're a big fish in a little pond in the military. If you're thinking you're going to Liberty University, 'cause you're a Christian, you're gonna be a little fish in a big pond, 'cause you're gonna have all these pastors and teaching seminary and school of rel"—And he says, "So, if you're going there, I see God using you in another way, and that's with your, you know, your whatever other talents you bring to the table." And which is what I think at least half of me, you know.

Miller: (1:30:57) Um, so, you—you eventually did come and have an interview with Jerry then? Or the president at the time? Um...

Young: (1:31:05) Nope, the interview had been our meeting down at Barksdale. He just said come on up and, uh...

Miller: (1:31:11) And so, you just moved to town? Or...

Young: (1:31:13) We came up in—I think it was January of—was it '96—yeah, '97. I hadn't decided to retire yet. Um, and my wife—we're from Virginia originally and we had family here. So, we came up in January, and we drove up to Lynchburg. Uh, and uh, spent a day or two, here. We came on a weekend, because we went to a church service at TRBC. We just walked in and sat down, and of course, he knew I was there. And next thing I knew, he had me up there in front of everybody praying! You know, which I guess went okay!

Miller: (1:31:50) And on national television, by the way.

Young: (1:31:52) Yeah, you know, I mean I wasn't even expecting that. And he was like, uh, uh, "Well, why don't you come up here and offer a prayer?" And I was like, "What?" You know.

Walters: (1:32:03) Well, maybe that was your interview.

Young: (1:32:04) It may have been. But then, he and Macel and I went out to, uh, lunch after church to Shakers, and he insisted I get the uh sweet potato. And uh, we had lunch, and then uh, that was—and I'll be honest with you, my wife did not want to come. It had nothing to do with Liberty, she just—we'd lived in Dallas. We'd lived in Atlanta. We'd lived in a lot of places and places overseas. And she was not thinking of Lynchburg as where she would... want to retire to.

Walters: (1:32:39) Want to land?

Young: (1:32:41) Yeah, in fact, when we—all we knew about Lynchburg, and this is absolutely true, is we'd drive through it getting to Blacksburg and Radford, because there was not interstate back then. You went 460, and it went right through town. And the only thing we ever remembered there was a Denny's—I think it was—restaurant. Ah, and we'd always stop, because you can get a chocolate milkshake and they put this big dollop of whipped cream on top of it, and that was our treat going back and forth, you know. 'Cause there'd be a carload of kids, you know, going back and forth to school. And she, uh, and literally with tears in her eyes, said, "Why are we going to Lynchburg?" And I said, "Well, I don't know. I'm not just going to tell us to do that, but I just feel like God's doing something here, you know. And we need to listen to Him." And we came up here, and she was against it—she really was against it all the way. I mean she was—you would never have known it, because she just, she totally supports me. But, uh, she was praying about it and she says, "God, I need a sign. I need something, you know." And we'd been looking, well, we hadn't been in the housing market for years, and we were looking for a house, and we hadn't found anything that we liked or that was gonna work or pleased her or anything, you know. And so that was her prayer: "So, okay, God, if you find me a house, then I'll—okay, I'll give up." And we were literally getting ready to get in the car and drive back to Richmond, okay, where some of our family was. And then, catch a flight back down to Louisiana, and I still hadn't committed to Dr. Falwell. And the realtor we'd been working with called and said, "I've got one more house that I want you to look at." And so, we zipped over and looked at it. And she said, "I give up." And so we bought it—we bought a house. Uh, and that was sort of the—and that sounds crazy but that was sort of the convincing thing. I got back to Louisiana and called Dr. Falwell, as I recall and said, "Yeah, if you want me, then I'd like to do it." And he says, "Come on up." And he says, "When can you come?" And I

said, “Well I can’t retire, I gotta get, you know—you don’t just walk out of the military!” And so I ended up coming up in July of that year...

Walters: (01:34:43) So what was it that you were doing? What job were you offered then? I mean what position...?

Young: (1:34:47) I didn’t even know what the job was going to be. I mean I really didn’t, he said something about in charge of operations or something like that and you know George Rogers? He retired since, but George Rogers he was the VP of finance and administration and so he came to me and said I want you to replace George, he’d been with the ministry since day one and so that’s what I did, so VP of finance administration. Pierre Guillermin was moving out as a president, John Borek had literally—he was an interim because he was here helping with all the SACS stuff that was going on. He wasn’t even the president and Jerry, I showed up at eight o’clock on July 5th or 6th or something I think and he took me in to introduce me to John Borek, never met him before he was a reserve army lieutenant colonel, John was, and he says “What in the world do I need a general for? He can’t even know how to pour his own coffee.” –kind of thing. And I think he was probably intimidated, like I don’t need this right now and Jerry just said, “Dave’s going to work for you and he’s going to be replacing George Rogers.” And so that’s how it started.

Walters: (01:36:01) And so was it a difficult transition? As far as not pouring your own coffee?

Young: (01:36:08) No it wasn’t because that’s not me, I mean I pour my own coffee. I use my own coffee machine, that was not difficult at all.

Walters: (01:36:14) What was the hardest thing in going from military life to civilian administrative life?

Young: (01:36:19) Decide what you’re going to wear every day for one thing. You didn’t have to make that decision for 20 some years. But it’s interesting because being in charge of or in a level of influence on a college campus is not dramatically different than doing the same for a military base. When you run a military base, you run a town; you got schools, you got fire department, you got police, you got, you know. It’s interesting because people would ask me, “Well, how are you going to be working with all these prima donna professors and people with PhD’s?” And I said, “Well, the way I look at it is, if I can work with a bunch of prima donna air force pilots, I can probably work with these faculty members.” But the thing that was interesting is...

Walters: (01:37:04) And then you’ve got a lot of 18 to 22 year olds you know that...

Young: (01:37:09) There are a lot of silos here, I think the biggest challenge for me was walking into an environment and assuming it was somewhat akin to the environment that I’d come out of, not a military environment but a team environment. And quite frankly that didn’t exist here at the time and I understood after a while why. The university was on the ropes, I mean academically, financially. In the one story DeMoss building, at that time, where glass was broken in doors, it was replaced with ply board. I mean it was... how long have ya’ll been here, I don’t know?

Walters: (01:37:54) I mean I was a student here from '87 to '91 but I brought my wife who was then my fiancé, I brought her here over a holiday once when we were engaged, right after we got engaged.

Young: (01:38:04) So mid-90's?

Walters: (01:38:05) I thought the place was folding up. Yeah, it just had that feel.

Young: (01:38:09) How about you Randy, what's your background?

Miller: (01:38:11) I've been familiar with the ministry, but I've only been here for 10 years, but I've been following it from afar for some distance.

Young: (01:38:18) So, anyway... I got here and literally have a conversation around a table. People weren't even used to meeting together, and everybody had their own little silos. And everybody was trying – but everybody was tended to be well intentioned and good willed. And they were trying to do what they could to keep their thing going, but it was so divested—diversified—that, you know, no one was working together. So, I'd use terms like, "Well, we gotta coordinate this" or "We gotta work together in this." Like, the other thing is that I found and this was quite disappointing for me—because I came from an environment I'd laugh about that—I came from an environment where people smoked and drank and cussed and everything, but they had a strong work ethic and a strong team environment. And at Dr. Falwell's level that existed, but down here in the bowels it didn't necessarily. And so that was a big challenge for me, and I think that's—probably maybe if I brought anything to the table was I tend to be a team builder and, you know, try to bring people together and take the best out of people and where they're weak bolster them and find ways to do that and I think that's probably, over a period of time, what I brought to the table, but after about a month or so I really seriously said, "Okay God. Did I hear you right? Did I hear you? What have you got me here for?" Because it was some tough times and I'm not averse to tough times, that's not it, it's just I didn't know if I was the right guy for where I was, you know? And I had, it was just some, what's the word? It wasn't—not that it didn't meet my expectations; it's not what I expected, maybe is a better way to put it.

Miller: (01:40:01) Did you have the authority to do what your responsibility was? Did you get good support from Dr. Falwell and were you getting good support from down below?

Young: (01:40:08) I did, I did from Dr. Borek. He and I worked, John Borek and I worked very closely together; we became friends. We were different in our personalities and things like that, but we had some things we had to get done and, you know, sometimes you had to make some hard decisions, quite frankly, you know let some people go in some cases. We were tremendously in debt and we had almost fifty million dollars in arrears and AR accounts receivable and I'm not a finance guy, I mean I'm an operations guy; you asked me about being in the military and I think I didn't answer your question a while ago, Randy. I had several staff jobs at high level staff positions, but I was primarily an operator, I mean a pilot in command operational and that's where I...

Miller: (01:40:52) And so command planning missions and operations, as opposed to sitting down with spreadsheets and going through...

Young: (01:40:58) Yeah, so, but I'd been responsible for large budgets. I think the last one I had was like an eight hundred million dollar budget, so I was, numbers didn't scare me, but so we had to make some hard decisions in fact we had... it was... and I know what Dr. Falwell was trying to do and applaud him for it, but you know we had a lot of kids, we had kids living in the dorms that hadn't paid a penny, we had kids eating in the dining hall that weren't paying, and I said you can't operate a business like that. It's kinda funny because I cut every... if anybody owed money to the university, I cut off their meal card and so the first thing the parent would call Dr. Falwell and say listen you got some guy there that's not feeding my child. And he said, "Oh that's General Young, you'll just have to talk to him". He'd wash his hands; he didn't want anything to do with it. But we collected a lot of debt, we got a lot off the books, we got people paying. I mean I remember one little gal came in here from West Virginia, her parents put her on the bus with 200 bucks and that's all she had, that and her bible. And she showed up here with a suitcase, you know, and "God told me to be here" and I said, "Maybe God told you to be here but he hadn't told me that yet." And we paid her bus ticket back home. I mean those were hard decisions but we couldn't financially support that at the point.

Miller: (1:42:20) And so in those early days were your responsibilities primarily financial then, is that what you...

Young: (1:42:26) And administration. When the way we organized then... HR was under me, all the field-ops, all of finance, financial-aid, the business office, of course we were a lot smaller, you know. Don Moon worked for me; you know he was the controller at that time. Laura Wallis was still director of HR. I'm trying to think of what else was—everything but academics. But the other thing that I did, and I think this helped me a lot with the faculty because I said, "Wait a minute we're teaching business, we're teaching this, we're teaching that. If we're saying we know how to teach it, then we ought to know how to do it." And I'd go get faculty and I'd get them involved and I'd ask for their solution. I had IT, IT was four guys back then and one little computer lab.

Miller: (1:43:15) Was Maurice over it? Maurice Zaffke?

Young: (1:43:17) Well, somebody... I went to the faculty and I said, "Listen, ya'll doing something with computers." And I'm not, I wasn't an IT guy. It's funny, I'd used email and I used cell phones, you'd send an email to somebody and you'd never get one back, they didn't even know what it was. And somebody told me about this guy named Maurice Zaffke, and I said, "I don't even know who Maurice Zaffke is." But I called him up on the telephone and said, "You got a minute?" Backing up, when I—I'll watch my clock here—backing up, when I got here, Jerry, big Jerry took me in to meet John Borek and said, "Have a nice day." And was gone, okay? And Borek said, "Well, I don't have anything for you. I don't know what you're going to do." And I literally found a room over there, I found a desk sitting out in the hall, and I found a card table type chair, you know, foldup chair and I went in there and I found a couple of books about higher education and I started reading them and operating a university and then I just started to meet people and I poured my own coffee. I had a little white board I found somewhere; I tacked it up on the wall and I called this guy Maurice up. I... the president John Borek said, "I want you to be in charge of IT." I said, "John, I don't know squat about IT." Said, "Well, I don't have anybody else." I said, "Okay." So somebody mentioned Maurice Zaffke to me, I called him up, I said, "You got a minute? Can we talk?" He said, "Sure." He comes in, you all know

Maurice, you know. We became very, very close friends and Maurice walked in, he was roofing his house; he came in with a t-shirt, sweaty, a pair of dungarees, you know, Farmer John things on and I said “Well, good”—hair all over you know—and I said, “Holy smokes!” And I said, “Somebody told me to talk to you, you may know a little bit of IT.” We sat there on my white board, mapped out the whole IT thing at that point and what we needed to do. And I said, “Are you looking for a job?” He says, “Well, I’m teaching in the faculty,” he said, “Actually, I’m getting ready to leave. I’ve just had it with Liberty and I’m going back to Minnesota where I live. I’m leaving.” And I said, “Well, let’s talk a little bit. You seem to know more about this than I do.” And we mapped it all out and I said, “You want a job?” And he said, “Yeah.” I said, “Okay, you’re in charge. You got IT.” And that’s how we started it. And he hired—he had a guy. Well, I heard Matthes was working in the lab as a kid.

Miller: (01:45:29) Fred Spearin? Was he—?

Young: (01:45:30) Yeah, Fred—I hired Fred. I went down... Fred and I had breakfast three or four times down in... we own it now... the hotel down there on Candler’s... had a little breakfast shop in there, Day’s Inn.

Walters: (01:45:39) Oh! But, Day’s Inn... Yeah, daybreak breakf...

Young: (01:45:41) Yeah, Fred and I’d meet down there about six o’clock in the morning have a cup of coffee and I hired Fred.

Walters: (01:45:49) And there wasn’t any... Did you say you used email when you came here? But what was the internet presence...?

Young: (01:45:55) Well, I’d been using it in the air force... we had it, you know, we had it but no one, no one knew how to use it...

Walters: (01:46:00) Our Lord didn’t invent the internet... (chuckling)

Miller: (01:46:06) So then who else did you... what other major appointments did you make in those first few days? You’ve talked about Maurice and that side...

Young: (01:46:16) Well, we had a small little budget office, I mean regretfully financial aid—I mean, part of the problem with financial aid was, and I made some mistakes, I made some mistakes too because a little bit of my military mind probably took over. I walked into financial... I’ll tell you a couple of funny stories. One was... the financial aid office was supposed to open at eight o’clock. In those, I mean, registering here begin to find... there literally would be lines wrapping around waiting for it and I walked into financial aid office, I don’t know, a couple of minutes after eight one morning and I said, “We got students out there, why aren’t you all serving them?” And they said, “Well, from eight to eight fifteen is our prayer time, devotions.” I went out on him, I said... I just saw red. I said, “Wait a minute, you’re telling me that we’ve got a hundred students, or whatever it is, waiting in line out there and ya’ll are in here praying?” I said, “If you’re going to pray, you get in here and pray early. You open those doors right now.” And I fired the financial aid guy that day and I said, “This is crazy,” I said, “If we’re going to be saying we’re Christians then we’re going to treat people like you ought to if you’re a Christian.” And so I made some mistakes; there were a couple ladies in there and

students were waiting and they were sitting there eating their food at the desk so we can't serve you right now, we're eating our doughnut. They were gone the next day. I should have handled it differently in retrospect, probably in a more...

Miller: (01:47:45) But you were coming from a military background.

Young: (01:47:48) On the other hand, I just assumed that they knew what they should be doing, but where I failed is that they had been doing this all along; it was an accepted behavior and no one had taught them differently. And so I made the assumption that, wait a minute, you've got students waiting, you've got customers waiting, and you're not going to serve them because you're eating your doughnut? I'm sorry, something doesn't compute here. I should have dug into it more, but out of that, we didn't have any more problems in customer service for a while. (Laughter) Somebody got the message like maybe...

Walters: (01:48:16) I've never seen—I've never seen that side of you from what little I've been exposed.

Young: (01:48:22) I think it was like, "Well, maybe these students are important to us." You know? And so those are some of the things, you know, so we hired another financial aid person and started getting people to some training because people had never been trained; we didn't do any professional development, go to any professional conferences where people would learn how to do things and things like that, so we started doing that, you know. Everybody was very inadequately paid. We started the, you know I put together a plan, a faculty eight year plan to increase faculty salaries and things like that. Just the backlog of administrative... garbage, the way things were done. We started a—we didn't have a budget process; we started the whole budget process; budget hearings and things like that. I don't know if I can even remember it all. It was always just—we were—it was long days; I'd go from five in the morning 'til ten at night.

Miller: (01:49:24) What was your first year? You said July of what year then?

Young: (01:49:28) That would have been '97.

Miller: (01:49:29) July of 1997 and what was your first title when you first came, do you recall?

Young: (01:49:35) I think it was like assistant VP of finance because there wasn't one. Working for George Rogers and that... it was kinda funny. George he's... a hero, I mean, he was a survivor of the Bataan Death March in World War II, did some tremendous things for the University. He tended to be probably more old school than I was because I remember when I got my—found my little room and found a desk and everything and I said, "Well, I'd like to put a little table in there." He said, "What do you want a table for?" And I said, "Well so I can meet with people that I'm in charge of." He said, "What do you want to meet with them for?" I remember him saying that. That's ah, okay... so, I was his assistant for like, I want to say two or three months or something, I don't even remember.

Miller: (01:50:27) Okay, so you did have a transition time, but he was on his way out.

Young: (01:50:30) Yeah and I think that was an agreement between he and Dr. Falwell. Because I think that Dr. Falwell saw that we probably had to do something and so George retired and he

was in his—I'm seventy now, so he was probably in his seventies, I don't think he was in his eighties yet; whatever it was, he was up in years and so then I became the VP of finance and administration and I did that until Borek left and then became the exec—we initiated the exec device president chief operating office. Dr. Falwell, I don't think he was serious, but he had come to me one board meeting and said, "Dave do you want to be the President?" And I said, "No sir." And he said, "Why not?" And I said, "There's only one President here and that's you." And I said, "If you make me President, I'm going to start thinking I am and that's going to be a kind—" And I'd seen that, I mean I have tremendous respect for Pierre Guillermin, tremendous respect for John Borek. I didn't really work with Pierre hardly at all; we're good friends, members of the same church, elders in the church together, so we're good friends. I mean it was clear that Dr. Falwell was running the University and what I thought he needed was someone to just be under him and handle operations and do the stuff that he wanted to do and at that point and Jerry's doing more of it now, but I would go to all the athletic conferences, anything a president needed to be at, I would go in his stead and they'd say, "Well, why didn't Dr. Falwell come?" And I'd say, "You don't want him here, he'd suck the oxygen out of the room." You know, but it still was a different position because everybody else at the table was the president of a university and I wasn't but it never gave me a problem, but... so that's what I did. I wanted to, I continued to fly on my own and we started to form the aviation program here. I'd hired Ernie Rogers in a different role; he was in the military affairs office and then EDP or, we'd called it EDP, online now and we wanted to kick off an aviation program and so we put him in that and I taught some courses and then...

Miller: (01:52:51) Well, I think this is a good point to break then and with that we'll conclude part one of today's interview with General Dave Young. This interview has been conducted as part of the Oral History Project of the Liberty University Archives.

[End of Interview]