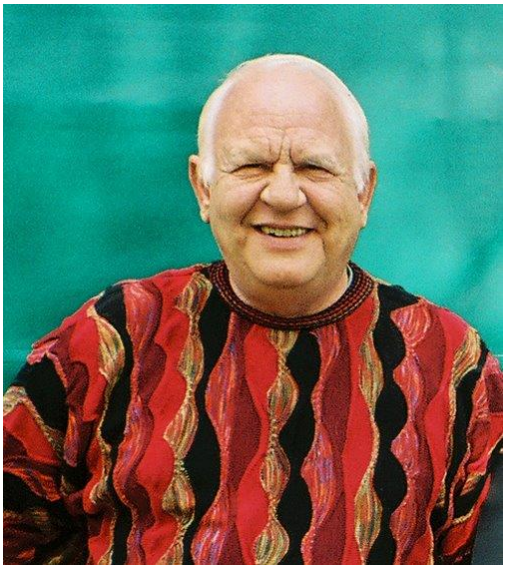
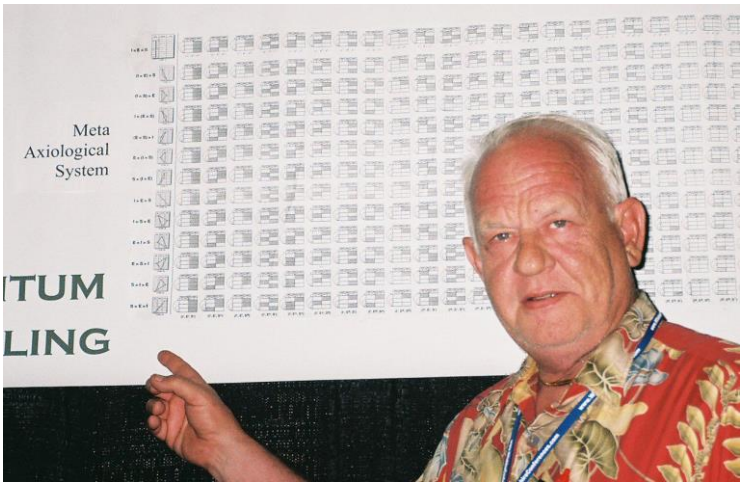
MEMORIAL TRIBUTES TO DAVID MEFFORD, WHO DIED APRIL 30, 2014







You went so swift and yet so gently into that good night, my love...and left me here to carry on – but not alone;
I feel your presence and your passion in the warm caress of sun and drops of rain...and summer nights starred by a thousand fireflies.
Your spirit soaring far above, the wind beneath our wings - inspiring and supporting as we strive to bring more goodness, peace and love into this world.

-Vera Mefford

VERA MEFFORD

> "Every great dream begins with a dreamer. Always remember, you have within you the strength, the patience, and the passion to reach for the stars to change the world."
> ***Harriet Tubman***

Writing this article as a tribute to my irreplaceable soul mate and life partner is an honor and a privilege, though it has also been a bitter-sweet experience. Losses are always bitter – though it is said they heal over time. The sweetness of 40 years of precious shared memories is slowly coming to the forefront and beginning to take center stage. I beg for the reader's indulgence as I attempt to strike the right note between personal glimpses and highlighting the masterful professional contributions made by "Dr. Dave." I thank the thousands of loving and supportive friends and business associates who sent me their fondest memories of David. We cannot include them all here, but I have chosen several that articulate the caring, sharing side of David's character and his passion for empowering others with his knowledge.

David was a pioneer in the true sense of the word, a creative genius who witnessed and helped a new science emerge by fully developing a universal model and methodology for a scientific frame of reference for practical applications of Axiology. This tribute to him shares some of his professional milestones and gives readers personal insights into his unwavering passion and dedication to the field of value science. One of his favorite sayings was, "*Hitch your wagon to a star*," and he often told his coaching clients, "*Fall in love with what you do for a living - it will enrich every aspect of your life.*"

David began his lifetime career in Axiology as an undergraduate student, disciple, and teaching assistant of Robert S. Hartman at the University of Tennessee. He also spent an entire summer doing an independent study with Bob in Mexico. Next, he took Dr. Bob's advice to continue his studies in Germany so he could learn from the original sources that inspired Bob. David then came full circle back to UTK to complete his Ph.D. in Philosophy. His dissertation was one of the first to cross disciplinary boundaries, with professors from both the Departments of Philosophy and Psychology on his doctoral committee. His *Phenomenology of Man as a Valuing Subject* was judged to be a ground-breaking dissertation. Based on the foundation of Dr. Hartman's first logical definition of goodness as the axiomatic core of a science of value, also known as formal axiology, David worked out the universal forms of value emphasis original to consciousness of the world and the self – the source of valuation. He continued where Hartman left off by investigating the deeper nature of value and valuation in the valuing subject by utilizing the method of phenomenological analysis, so that axiology could become the disciplined and scientific practice it is today. In his dissertation, David constructed the Value MAP (Meta or Master Axiological Pattern) and achieved a comprehensive typology of personalities based on value judgment patterns. This axiological personality model of 26 universal cognitive types and 54 emotional orientations is currently used by professional psychologists, fellow axiologists, business consultants, teachers, and coaches around the world for assessing, developing, and coaching individuals, teams, leaders, and organizations.

The Seventies

My personal relationship with David began in Heidelberg, Germany in the spring of 1974, when he was working on his Master's thesis, in which he combined Husserl's phenomenology with

Hartman's axiology. We shared stories about the times we had spent in Cuernavaca, and after dinner on our first date, knowing I was fluent in German, he asked if I would read and interpret a sentence from Edmund Husserl's *Cartesian Meditations*. German philosophers are notorious for their long sentences, and this one went on for a page and a half. After reading it once to determine where the nouns, verbs, and prepositional phrases were, and then again for content, we had a stimulating conversation about what Husserl was saying. David rushed to his desk and typed a summary of Husserl's sentence on his old Royal. He was close to finishing the first draft of his thesis at that time and had become quite the expert in Husserl. In Germany, he studied under Dr. Iso Kern, the world's foremost scholar on Husserl's phenomenology. Meanwhile, he gave me an HVP to complete, which I did in about 10 minutes. He proceeded to score it, and I heard some laughter and several "Ahas" before he put it away. I asked what it showed, and he gave me a quick and very accurate de-brief. I had a Bachelor's degree in psychology at that time, and was amazed that a profile administered so quickly could reveal so much about a person. The rest, as they say, is history. We lived in Europe for about 2 years – an idyllic memory of a long honeymoon, working hard to finish our Master's degrees, and playing hard during our expansive trips all over Europe. At Dr. Hartman's request, David also acted as his international representative, making numerous presentations, administering assessments, and conducting workshops for companies like Siemens and Volkswagen at the Siebert Institute in Munich.

Bob Hartman's untimely death occurred in 1973. In the spring of 1975, Rita, his widow, asked John Davis, then head of the Philosophy Department at UT, David, and me to come down to Mexico for a visit, and to catalogue Bob's library and unpublished writings. We stayed with a local family that David knew instead of in the Hartman villa, because it was spring break, and Bob's son, Jan, and his family, as well as Bob's brother, Henry, were staying with Rita. Our days were spent in the library finding, sorting, and labeling Bob's works. Our late afternoons and evenings were shared around the pool and the supper table, telling stories well into the night. After our return to Germany, we met Rita in Salzburg, Austria later that year during the Mozart *Festspiele*, and we discussed the idea of forming an Institute in Bob's name to honor his work and continue his research. In 1976, David and I left Heidelberg and returned to Tennessee, where we both continued our education. Together with John Davis and Linda Laws, David organized and founded the Robert S. Hartman Institute as a non-profit research organization. The first Annual Conference was held in 1977 in Knoxville, Tennessee, and an agreement was reached with the Director of the Special Collections Library at UT to house the Robert S. Hartman Special Collection. Rita sent innumerable boxes of unpublished manuscripts, correspondence, articles, and audio tapes, which are now catalogued and readily available to members of the Institute.

David began working on his dissertation while teaching at the University of Tennessee, and both of us worked in several jobs. One of the most interesting was for psychiatrist, Dr. John Wolaver, M.D. and Associates. He gave us fertile ground for using and applying the HVP with his patients, and always expressed surprise at its accuracy. David even represented two of John's patients in court and won them lesser sentences. David and John Davis also collaborated with Coach Johnny Majors in applying the HVP to UT's football players. The first computer program for processing the Profile was developed at UT, and the resulting information proved very valuable to the team for training and coaching players, and for determining who was injury- or accident-prone. David's passion for applying axiology to sports endured throughout his life, and over the following decades, we developed targeted applications to every imaginable sport.

In 1979, David established Axiometrics, Inc. with the help of John Davis and Richard Clarke, a professor of art at UT. Wayne Carpenter joined the firm, as did John's daughter Amy, and I.

Gary Acquaviva helped us flesh out our first office by installing several built-in desks and a conference table around which we shared our ideas, often with visiting axiologists like Linda Laws. After David wrote several short manuals of interpretation and designed a scorecard acceptable to business organizations, we launched our sales efforts, attended business conventions, and were successful in selling several companies. The future looked bright.

Highlights of the Eighties

On January 8th of 1980, our home close to campus was invaded by armed thieves, and David was shot through the chest at close range. His various doctor groups gave him a 5% chance to live. Yet, after spending 3 months in intensive care, he recovered sufficiently not only to go home, but also to begin working several hours a day at the office with Wayne, John, and me. David's recovery period took a long time and a great toll on our business, and we all then agreed to close down Axiometrics. Wayne went back to Nashville, and early in 1982, David and I opened our first consulting business and called it "Value Measurement Technologies." We developed and marketed a 6-part values assessment, with reports for sales, management and general employability. We sold it to many organizations including Alcoa Aluminum, Chase Manhattan Bank, Oak Ridge National Laboratory, as well as numerous insurance companies and healthcare organizations. Much data was collected using Hartman's Standard Value Profile, together with his Research Profile. David outlined a new **applied** *Manual of HVP Interpretation*, which we filled in with the empirical data we had gathered over a few years' time. This was copyrighted in 1983; it included the extended base, unity, and exponential analyses. David attended the annual conference in Mexico that year and presented our findings, including his new procedure for the expanded scoring of the HVP, which took into account different ways of collecting item deviations, composition/transposition unities, and base, unity, and exponent value constructs. We also conducted numerous "train the trainer" workshops and seminars, during which we analyzed thousands of cases of our "can do/ will do" model to determine whether a person was a good fit for a specific position.

From 1983-85, David worked with Phil King, the Psychological Examiner at Brushy Mountain State Prison, and together they designed an axiological system for classifying prisoners, using David's MAP as their frame of reference. We first met Phil at a Hartman Conference in Knoxville, and he scheduled David to give a one-day workshop on axiology to all Psychological Examiners in the state. After we moved into our Victorian home close to campus, we hosted dinner parties for all who attended the conference each year. I fondly remember many of our Mexican friends who stayed with us during those times, including Antonio and Blanca Hernandez and their two children, Alfonso and Anita Lozano, Gilberto Carrasco, and Leonardo Gomez Navas, among others. Their guitars and the tequila they brought as gifts made for lively parties and great conversations about axiology on the porch with all who came.

In 1984, David was invited to speak at the NBFAA's (National Burglar and Fire Alarm Association) Conference, which resulted in a great deal of business over the next few years. We wrote a training manual as a reference source for our clients, which included samples of how to write an axiological job description, and how to conduct an axiological performance appraisal. We also began working with the home installation division of Sears called "Custom House" and wore out several fax machines receiving and sending value profiles. During this time, item analysis became very meaningful in our research, in particular with borderline or clinical cases.

David met Samuel Bower at a financial convention in Knoxville in the early 80s, and in 1985, he joined Sam at Home Federal Bank, accepting the job of establishing and building the bank's Trust Department. He also taught courses in personal finance and how to cross-sell various bank services to employees at all bank branches.

1986 was an important year, because we developed the first targeted axiological profile applied to products and services vs. individuals. David presented the HVP to the American President of Volvo-White Trucks, which led to consulting with the Morgan Truck Body Corporation in Pennsylvania. Their new President asked us to develop a *product-perception profile*, a parallel form of the HVP, which measured how well their clients objectively understood the product, as well as how they rated their personal experience with the product and the customer service provided by Morgan. David named this type of assessment AXCES, an acronym for *AXiological Comprehensive Evaluation Systems,* because the application had such a different focus. It was a custom application to any product or service for the purpose of measuring and increasing market resonance, customer satisfaction, brand recognition and loyalty, etc. In 1987, David presented the results of the study at Morgan Corp.'s annual meeting in Baltimore, with a focus on the gaps found between the company's advertising message and actual consumer perceptions in the marketplace. After fully implementing the suggestions in the report over the next year, the company returned to strong profitability.

In 1988, our value applications were expanded tremendously through the head oncologist of a holistic cancer clinic in Kassel, Germany, Dr. Manfred von Luhmann. He called David and asked if we would apply the HVP to his staff, scheduling a time to visit the US. When David presented our HVP evaluations to the Habichstwald Klinik staff, they determined that the reports were so accurate and helpful, they wanted to do a study on their patients. Dr. Manfred spent several weeks at our home in Knoxville in training, and upon his return to Germany we worked with around 60 cancer patients for several years. Their psychotherapists wrote us that the patients' reports provided the exact same results as 12 weeks of intensive psychotherapy, thereby saving valuable diagnostic time. This would not have been possible without using Hartman's Research Version, with its focus on the primordial or private Self: *body, mind, and spirit*, instead of the socialized Self, which he emphasized in the Standard HVP. Most of the patients were assessed several times, and we developed a "Will to Live" scale, which was 90%+ accurate. An article was published about this work in the German oncology research journal, *Krebsforum* in 1991.

During the 80s, we also made frequent trips to New Jersey to visit my parents, and we would often spend a few days in New York visiting with Dr. Leon Pomeroy and with Jan Hartman's family as well. We had the pleasure of taking Bob Hartman's grandkids, Kabi and Tanya, to a few movies and to the Museum of Natural History, and we enjoyed several lovely dinners at Jan's home.

The Nineties in Brief

This decade was all about insurance, financial, and military applications, while we continued servicing our growing business client base. State Farm Insurance Company asked us to develop an agency management VIP, a 3-part application of the HVP, for 125 districts of their company, along with a coaching program. In 1991, a benchmark anthology about Axiology was published, entitled, *Forms of Value and Valuation*, edited by Drs. Rem B. Edwards and John W. Davis. David wrote a wonderful article on "Self Knowledge and Self Development," and, with his and Rem's help, I condensed our 600-page manual into the article entitled "Uses of Axiology in Business,"

which included summaries of axiological clarity patterns, emotional bias patterns, the 12 Steps to excellence in business, and an outline of our axiological approach to communications and advertising.

David always loved and excelled in mathematics, and he developed a keen interest in the stock market, futures, and commodities trading while he and Dr. Kurt Kaltreider worked for Kingsley, Boye, and Southwood providing axiological research for the firm on the NYSE before they were bought out by Charles Schwab. This spark was re-kindled after he and Sam Bower started Home Federal's Trust Department. David spent much of 1993 constructing the *Master Axiology Indicator (MAX)*, a detailed stock market investment application of formal axiology, which he actively tested and applied in real time. After passing the National Commodity Futures Examination, David received his Series 3 license, which certified him to advise and make trades for qualified investors. He applied and continually refined his timing model for trading stock and bond index future derivatives until 1998. Numerous articles regarding his application were published in the *CTCR (Commodities Trading Consumer Report),* which also tracked his trades for several years. In addition, David published his daily market trend online, *MAX News*, which streamed live on several market internet sites for years, including *Market Digest.* In 1997, after proof of concept had been established through David's sterling trading track record for our European clients, we were invited by our German contact, Arthur, to give a week-long workshop on trading futures to a consortium of European, Eastern Block, and Russian traders and banks in Bad Homburg, Germany. It was one of David's finest presentations, with the experts in the class hanging on his every word and taking copious notes. Millions were put into a new trading account, and upon our return, we received calls from our new clients during all hours of the day and night, due to the time difference. By the end of 1998, we struggled with feelings of burnout, and agreed to close our financial investing branch down, returning fulltime to our business applications.

During this decade we also gave back to our community, working with the staff and the residents of the Knoxville Area Rescue Mission, Easter Seals, and United Way. We also developed a vocational version of the HVP for the JTPA (Joint Tennessee Partnership Act), which was used in 8 counties to help students identify and apply their natural talents, especially after they achieved their GED and began applying for jobs. This program was highly successful and a leadership version was used by the staff as well.

In 1995, we sold our house in Knoxville and moved back to the family farm in Morristown, TN so we could be closer to and take better care of David's aging parents. After getting settled in our new home base, we were invited by John Austin to administer and process our proprietary HVPs for Dr. Clay Lafferty's staff. Clay owned *Human Synergistics*, a global assessment company, and he was so impressed by the accuracy of our axiological reports and coaching suggestions for his staff that he began sending his private plane to Knoxville to fly us to his corporate office in Livonia, Michigan for summit meetings. Clay hired us to collaborate on creating new targeted values assessments, based in part on Abraham Maslow's work, as well as on the semantic differential values approach that Clay favored. This later inspired Dr. Dave to create a brand new assessment series with all-positive I, E, and S sentence completion alternatives, which we trademarked as *VUEs* (Values Usage Exercises). We were saddened to hear of Dr. Lafferty's untimely death in 1997, but the research on semantic differentials later became our foundation for creating the *RISE Profile*, a customized assessment to measure organizational culture and health, and to pinpoint problem areas in four value dimensions. Dr. Dave also created a refined version of our product and service profile(s), the *COMPASS Market Probe*, which measures customer perceptions and market resonance values.

In 1997, we were invited to participate in the JSCOPE conference (Joint Services Conference on Professional Ethics). David and I were provided with the then-current set of Air Force core values, and we developed a targeted axiological *Officership VUE* for the USAF, compiling 400 cases from the Air Force Academy. David presented the results at the JSCOPE Conference at Fort McNair in Washington, D.C. Interestingly, all the branches of the Department of Defense (Navy, Marines, Army, etc.) have a somewhat different set of core ethical values. Today, JSCOPE has been renamed the International Society for Military Ethics, and the Air Force has currently embraced three core axiological values: *Integrity First; Service before Self; and Excellence in All we do*.

In 1998, Dr. Dave and Dr. Jim Pless became involved in several venture capital start-up companies, and we founded an investment club, which soon grew to 90 members. We applied David's *MAX* filters to the club's investments, wrote a monthly newsletter, and successfully wrote business plans and proformas. We raised capital for numerous start-ups over the next few years.

The 21st Century: Pivotal Turning Points

During this new century, it became crystal clear to us that the original Standard HVP created by Dr. Hartman was a global values instrument that measures peoples' understanding and valuations of life in general, as well as their self-understanding and attitudes about their primary role(s) in life. In discussions with Dr. Rem B. Edwards and many of our clients, we reached the conclusion that it would be a far stretch to say we could definitively predict what type of Christian, athlete, coach, leader, salesperson, dentist, etc. a person would be with a one-size-fits-all assessment. Rem was most interested in constructing targeted axiological Religious and Christian Values Profiles, which we worked on together, and published our first companion reference book, *Developing Your Spiritual Potentials,* in 2005. After further refinements and editing, we published a second e-book edition in 2012, and we hope to publish the third and final edition through a religious publisher in the near future.

In 2003, Jay Niblick contacted and visited us several times. We had many discussions about the HVP and his version of it, the *AI*, which draws upon items from both Hartman's Standard and his Research Versions. David shared our Manual of Interpretation with him, and Jay introduced us to Bill Bonnstetter of Target Training International (TTI) at the annual RSHI Conference in October of 2003. Bill asked David to make a presentation on the *HVP-AXCES System* at TTI's 2004 winter conference. For the next two years we remained very busy with our own clients and also worked as advanced coaches for many TTI distributors, helping them gain a deeper knowledge of axiology and to better interpret Jay's parallel version of the HVP. We ended up writing a new and much longer reference manual; it included how to create axiological job descriptions, how to conduct axiological performance and exit appraisals, Value Circle Meeting formats, 12 steps to management and sales excellence, as well as "Ethics for Excellence for Athletes." We copyrighted this manual under the title, *Axiology: Theory and Practice,* in 2005.

In December of 2005, Bill Brooks invited David and me to visit with him and Bill Bonnstetter at the Brooks Group in Greensboro, NC, where they were forming a new company, Solutions 4 Hiring. After much discussion, we ended up signing a 10-year agreement, and TTI flew us out to their corporate offices in Scottsdale, Arizona in January of 2006 to work on a new parallel form of the HVP with their team of expert computer programmers and developers. The revision was named the *Personal Talent Skills Inventory (PTSI)*. Under joint copyright with Dr. Dave, it became an integral part of TTI's *Trimetrix Reports* in March of 2006. It was translated into many languages,

and it continues to be used in many countries to this day under the name the *Legacy Report*. In August of 2006, David and I decided, for the sake of our clients, that it was time to update our *Theory and Practice Manual* once again, and we copyrighted a 600+ page Coaching Edition, subtitled *The Hartman Value Profile (HVP) and The Personal Talent Skills Inventory (PTSI) Manual of Interpretation August, 2006 Revision.* We included various articles and essays we had written and circulated internationally over the former three years, and we added to the Clarity and Emotional Bias Pattern descriptions a detailed Appendix covering all Dial possibilities on the Dimensional Balance page. We spent that year and much of 2007 providing advanced coaching to top TTI Distributors including Ron Price, Jim Fletcher, Kevin Wolfe, Tricia Neves, Greg Smith, etc., and we flew all over the country conducting training and axiology workshops.

During the 2006 Fall RSHI Conference, we met Rich Campe and some of his associates, including Gregory Woods, who worked as Rich's IT and software consultant. Rich's group utilized the original HVP, calling their result report the "Mind Scan." Their primary business focus was on coaching, and Dr. Dave coached Rich for several months. Greg called David in January of 2007 to set up a meeting, at which he told us he wanted to gain a much deeper knowledge of Axiology. David gave Greg one of our new manuals, and we agreed to set up weekly conference training calls, for which Greg paid until he was certfied. Greg told David in April that one of his associates, Leonard Wheeler, a former pro-football player, wanted us to give a presentation to the NFL Retired Players Association, of which he was President. David agreed to schedule this upon our return from San Jose, CA, where we manned a booth with Robert Short at the Semantic Technology Conference hosted by Oracle in order to present our advances in the field to 90 countries.

In June of 2007, we had back-to-back training trips to Mississippi and Idaho, and during the first part of July, we had to rob all of our beehives and extract and deliver our honey to the Candy Kitchens in Gatlinburg. On July 17, David and I finally made it to Charlotte to meet with Greg at a great dinner hosted by Rich Campe, at which many of their coaches were present, as well as Leonard Wheeler of the NFL RPA. We had several more meetings with Greg, Leonard, Jeremy Boone, who was at the time working as a strength and conditioning coach for the Panthers, and Pro hockey star, Mike Hartman, who played with the Rangers and won the Stanley Cup. All of these folks were subject matter experts (SMEs) in their areas of sports, and we conducted several training sessions to teach them the foundations of Axiology. David and I collaborated with Greg Woods who had his own company, West Group, to form a research company we named *The Value Source Group* (TVSG), which was funded by David and me. Our focus was to develop many specific and targeted business as well as sports profiles, which David and I did together with the help of various SMEs. Our goals included contemporizing the linguistic proxies on each assessment, higher face validity, greater accuracy in measuring people's values, developing a scorecard that was more user-friendly, and writing reports that were business or sports-specific. Jeremy Boone really set the tone for team sports in general, as well as football, soccer, and tennis. Daniel Flynn and Jeremy collaborated with us on golf, while Mike Hartman was our hockey expert. Greg made many of these introductions and offered to build and host our website, as he had done for Rich. David hired him to do this job and proceeded to send all data to him so he and his programmers could translate our scorecards and reports into a form that respondents could take on-line, as well as a back office through which our associates could order various assessments and get immediate access to our reports on the internet. We sent Greg our computer scoring program, which we had used for decades, and we converted the original Hartman formulas for the scorecard to a 10-point scale, which was easier for all users to understand (axiology version 2.0).

After completing beta-testing phase one, David and I drove to the Library of Congress and copyrighted the first five profiles we developed as "5 Easy Pieces," in 2007. We proceeded to market them through our associates at TVSG, while continuing to collect data and train and certify more consultants. We also developed numerous other targeted business assessments and reports, including finance, leadership, sales, dental, and hospitality (referred to as *TAPS*). Together with Greg, Jeremy, Mike, and Leonard, we wrote an article on "Sports Axiology," published in the first issue of the Hartman Institute's *Journal of Formal Axiology* in 2008.

David, Greg, our certified associates, and I worked very hard coaching and consulting with many companies and individuals through 2009, always asking for client feedback. At the end of this time period, it became evident that our research process had been very productive, yet we needed to do even more splitting (vs. lumping) to gain the highest accuracy in our targeted axiological profiles. David was always adamant about marketing only the very best products and services possible, and wanted to make improvements as quickly as he thought they were needed. This kept us quite busy, and our business and products moved in a strong innovative and dynamic cycle, instead of being static and using the same unchanged profiles over the years.

Living with a philosopher was not always easy, but our personal relationship was always harmonious and free of conflict. We did, however, frequently engage in tremendous and long professional arguments, which we both knew was for the sake of arriving at the best of all possible solutions for whatever project we were working on. David was the big-picture idea or plan guy, and I focused on the details. This became our division of labor and was generally a good match, though I often told him, "*Just because you are a Ph.D. philosopher and you may argue better than I do, does not mean you are right!*" After we fine-tuned and re-tested our formulas, we determined that we needed a new group of programmers to hard-code our proprietary scoring system.

Toward the end of January, 2010, I began experiencing some unusual physical symptoms and pain, which culminated in emergency surgery early in February. David rushed me to the ER, and the doctors said if we had been 30 minutes later, my life would have ended right there. When I got out of the hospital a week later, David and I took a brief furlough from our work, and had many conversations about going through our near-death experiences. We agreed that they tend to change one's perspective on many things. After reaching greater clarity with respect to our future, we finalized our decision to dissolve TVSG and take our platform to the next level. Fortunately, Jim Robins, MBA, who we had met, trained, and certified in axiology years earlier when he was still President of TTI, was ready and willing to help us, first as a consultant, then as a partner. David and I established *Axces Solutions*, an organization dedicated to developing and marketing an expanded and more refined diagnostic system, axiology version 3.0. Over the next two months, Greg and Jim helped us make a smooth transition from TVSG to Axces Solutions. David and I filed a new copyright on our growing intellectual property, a compendium of numerous targeted HVP parallel versions, both profiles and indexes, as well as *VUE*s, which we continue to develop and customize.

Jim Robins agreed to come on board as a paid consultant in April of 2010. We had already contracted programmers to build the new scoring system, and Jim worked with David and me to test, refine, and validate our 3.0 assessment base and exponent scoring process. He also helped us to simplify and re-design our former scorecard and report layout, which were much too complex. Jim identified some outstanding program developers in India, whom we employed, and David and I also hired an expert programmer from Oak Ridge. It became clear to us that we needed to add moderate text for all scores, which had previously been defined only in high and low development terms. This made our reports customized and dynamic, as well as much more user-friendly. We

all worked together to create additional combined attributes and competency formulas desired by our client base, which were tested and validated. As we started running countless targeted reports through the new system, David, Jim, and I also found the need to revise several items on each of our targeted assessments to improve their accuracy even more. We asked Jim to be our CEO in 2012, and he accepted. Through the fall of 2013, we continued to create new assessments as well as customized versions of targeted Value Indexes, like Sales, according to our clients' and affiliates' needs. Several were completed with the input of subject matter experts (SMEs), like truck drivers (with a separate version for hazardous cargo), advertising, real estate, livestock caregivers for the agricultural industry's farmers and ranchers, as well as Student Life Profiles for University and High School levels, with the help of Lino Teja and Abel Jimenez. Paul Bodine of the Chicago School of Business assisted us in customizing a very high-level Business Architect Profile. Wade Barber of Australia, who owns a Sports Company there and works with many athletes, convinced us that we needed to develop additional targeted profiles for more sports, such as rowing, cricket, rugby, etc. and gave much expert input.

David and I also spent time writing new training modules and creating new power-points, while Jim developed a top shelf back office to perform instantaneous comparisons of individuals, teams, and organizations in the areas of ethics, leadership, sales, management, all sports, healthcare, dental care, customer service, hospitality and work-life, among others. Together, the three of us trained and coached our growing number of business consultants, psychologists, and professional coaches in the fundamentals as well as in advanced axiology, and in how best to utilize the back office data for selection, benchmarking, and employee and organizational development. Based on empirical data, we also further refined our targeted assessments and scoring methodologies, and continued to amass a stronger product line. David was very excited in 2013, that for the first time we were also able to offer additional assessments, which Jim had been refining and validating for many years. These included his advanced, refined and validated rendition of *Behaviors (DISC)* and *Motivating Factors*, *Emotional Intelligence*, *Change Readiness,* as well as 360s, quiz building, interview questions, and numerous other tools, which in combination with axiological assessments, gives a complete picture of a person or group, not just a partial one. We then focused on translating these into other languages as we began working more expansively with international companies

David was always a prolific writer, and he contributed important articles, reviews, and critiques to each volume of the *Journal of Formal Axiology*, published by the Institute, now in its seventh year. He also wrote many white papers, and he had been working on a revolutionary new approach to coaching for several years, which he referred to as the "axiological dialectic." Through our associates at the University of Tennessee, we met and became good friends with some individuals who worked at the World Bank, and through Robert Short, we were introduced to the directors at the Global Integrity Group in several conference calls. On our trips to Washington to file copyrights at the Library of Congress, we always met with our new friends, and after getting familiar with the Millenium Development Goals of the World Bank and the United Nations, which encompass their global agenda to end poverty, David decided that we could achieve our greatest impact through a renewed focus on Values Education. We had re-written our *Playbook for Life* specifically for athletes in the sports context by mapping each of the player-styles directly into the progressive stages of our formal axiological coaching system. Each section of the *Playbook for Life* serves as a benchmark for where athletes are now, and lists specific exercises to help them grow and progress to the next stage, utilizing the dialectic interplay that exists between external value judgment and internal desire and motivation.

Early in 2012, David finished outlining a new textbook for college-level students that he titled, *The Knowledge of Good and Axiological Science (Student Edition)*, generally referred to as *KOGAS,* and we completed the text a few months later. It was a total revision of the *Playbook for Life* with students in mind, enabling them to learn the basics of axiology as applied to life-skills, emotional intelligence, values, ethics, and decision-making. It also helps them to discover and uncover more of who they are. The 26 lessons (13 about a student's life-context, and 13 about a student's personal development) are written in ascending order, like a spiral staircase of 13 steps, with another 13, putting both feet (one of the world and one the self) on the same step. David also integrated the mental side of judgment with the emotional side (conditioned habits). Shifting the *emotional qualifiers* is the logic of how students can move upward on the scale, adding value at each stage. The dialectic is essential to help people change for the better by going through the value-flow from *negation,* to *affirmation,* to *confirmed neutrality* or balanced objectivity in each of six dimensional perspectives. Most people, at some point in their lives, get stuck in a *comfort zone* in which their dynamic becomes static or frozen (fixed). David's mission with these two volumes was to **re-activate** the dynamic flow of personal growth and self-actualization, to prevent "axiosclerosis," or "hardening of the values" (a term he coined decades ago). We suspected that learning axiology would help most students to have more success academically, socially, and interpersonally, and this was proven in our educational pilot study.

In 2012, David and I were invited to fly to the UAEM (a federal university) in Toluca, Mexico, by Antonio Hernandez, the Chancellor of the University, and Lino Teja, to present the course. We had also developed *A Student Life Index* for both university and high school/middle school academic levels, which was to be administered both before and after the course to demonstrate its worth by measuring students' growth and stronger academic focus and engagement. It was a highly productive and enjoyable trip, with David being interviewed for radio and television broadcasts, and it culminated in his speech to hundreds of professors, administrators, and students at the Grand Hall for three hours that evening. Together with Lino, one of our top certified axio-trainers and translators, we later took many professors from different colleges through our course using on-line training, and they added great value of their own to the program. Values education remained David's final focal point. He proceeded to outline value texts for high school, middle school, and even elementary grades, using the Suzuki method with the latter. I am so thankful that we attended the 2013 Institute Conference in Dallas in October, not knowing this would be David's last. We spent many enjoyable hours with our usual friends and associates, Drs. Vicky and Christy of the UAEM, Leonardo Gomez Navas, who writes textbooks for McGraw Hill publishers, and greatly enjoyed meeting Ricardo Ortiz. Please know how much David loved each of you! Leonardo worked very hard and wrote a wonderful textbook for the high and middle school level, which we had translated into English by Abel Jimenez in Monterrey. We founded a non-profit *Global Institute for Values Education*, and this is the legacy that David left for us to further expand and complete. He did not know he had a cancerous tumor until late December of last year. Dr. Tom Hanson, our baseball expert, and his wife Birgit who focuses on conducting leadership programs spent Christmas at our farm with their 2 wonderful children. In January, we had a highly productive visit from one of our new associates from Colombia, Juan Carlos. David continued working as hard and as much as he could until the chemotherapy wore him down.

Although he did not live to see it, he would be very proud of where we are today. Over the past month, we were given the "OK" for a much larger sample size from the University in Toluca. 150 students in our experimental group will be exposed to the course, and 150 in the control group will

not. Both will be given a pre-post course Student Life Profile. This sample will result in statistically significant results, and enable us to apply for future grants.

In watching a part of the movie, *American Beauty*, again this morning, it reminded me of our last day together. I looked at David – it was a happy day – he felt good – no pain! and I could see he had "it" in his eyes – they were wide open and alert and smiling. We sat on the porch in the sun with our dogs, went out on a few errands, walked a bit, and even danced to our favorite song...and today, I understood, and it gives me pause...David had internalized the following (here paraphrased), and I am working on it....*there is so much beauty in the world – my heart fills up like a balloon that's about to burst because I can't take it all in at once...then I stop, breathe, and try to let it flow through me, until I only feel a deep gratitude for every moment of my life.....*

In his own words written about 35 years ago, which I found in a shoebox containing old letters just last week, David wrote the following:

> *My life contains my dreams, my goals, and my eventual demise within it. I have no fear of death because I shall live fully and develop as much of my potential as I can. I may not always have good health, and wealth may pass me by, but if I am remembered for anything, I hope it will be that I have made a contribution, if ever so small, to further Value Science, and that I strove to share my knowledge and discoveries with all my friends and colleagues with passion and unselfishly.*

Indeed, David, you **have** fulfilled your mission, and it is now up to us to carry on your legacy. I love you not only for who and what you were, but also for what I became with you. I love you not only for what you made of yourself, but also for bringing out the best in me. I am so grateful that I had the privilege of being your life and work partner for so long, and you shall be missed by many – and in all dimensions – your knowledge and ideas, your ability to bring things into practical reality, and your caring and sharing nature! And know that I and our beloved associates will aspire to fulfill our shared vision!!

And now, some tributes by others who knew, respected, and loved David.

JIM ROBINS

Dr. Dave was a teacher and mentor to many people around the world. His commitment to his work in axiology spans four decades, which is a rare level of dedication. He was driven to make the world a better place and to create a global community through axiology. To this end, he engaged in constant development and process improvement of axiological theory, systems, and real world applications. Through his work, he was able to touch the lives of millions of people and help them gain clarity in many aspects of their lives about who they are, what they do, and where they want to go. Dr. Dave was far from reaching all his goals, and he often said he would not see many of the results of his efforts in his lifetime. It is up to us to carry on his mission and strive to attain his vision of a future filled with hope and goodness.

C. STEPHEN BYRUM

The first time I met David was in the fall of 1971. He had come to Knoxville to visit with Dr. Hartman, who introduced me to David. The affection that Dr. Hartman had for him was obvious. David visited a couple of classes, was asked to make remarks, and immediately revealed a depth in his understanding of Hartman's thought, which was a bit mesmerizing and—to me—intimidating. After meeting with David and Vera in Knoxville, my distinct recollection was that they both looked like movie stars, I never felt that in all I came to understand and learn that I came close to all that they knew. They were especially kind to me in that first meeting, and that kindness has pervaded our relationship ever since. We never had enough time to spend together, although we always talked about it.

A couple of years later we met again, and I learned that David lived in the Morristown area, and that his family had roots in Upper East Tennessee. My grandmother was a Mefford from the same area. Only a small bit of research revealed that David's grandfather and my grandmother were brother and sister. From then on we referred to each other as "Cuz." As David grew older, his facial features looked strikingly more and more like those of my father. Across all the years now, I can say that I seldom if ever went anywhere with the anticipation of seeing someone as I did the anticipation of seeing David at our various meetings of the Institute.

What strikes me most about David, even more than his intellectual ability, was the relationship that he had with Vera. If you saw one of them, you saw the other. Their lives merged in profound ways that I expect most couples never experience. It was almost like one spirit inhabiting two bodies. That will never stop. Any time we see or talk with Vera, we will see and talk with David. Continuing to treasure Vera, which is easy to do, will be a way of continuing to treasure David.

Everything that people will say about David's uniqueness will be true, but—even more—he lived that uniqueness in everything he did. He created "presence" and "Spirit" everywhere he went. That "presence" and "Spirit" will never die. As our Institute and our work moves forward for all of us, and especially for those of us who have known him so long, David will be there encouraging, challenging, cajoling, and informing all that we do. We are most blessed that he has been a part of it all from the beginning, and that he will continue . . . .

WAYNE CARPENTER

David and I began our friendship in graduate school and developed our professional relationship in 1979 when I joined David, John Davis, and Richard Clark to form a company to develop and market information from the Hartman Value Profile. At that time, my background in axiology focused on building decision models based on the Hartman model. David and John introduced me to the Hartman Value Profile. David was my inspiration for changing my direction from decision modeling to the Hartman Profile. David and I spent many hours establishing a vision for what we believed would be a pathway for bringing Hartman's discovery to the world. In the beginning, we did not have written reports. We used a computer printout and gave interpretations. That did not hold us back. I used my business connections in Nashville and David used his connections around Knoxville and we took Hartman to our world. We were convinced that we were on a mission that could not fail. David taught me how to analyze the basic Hartman scoring system. We built a business plan and developed ideas for report formats and individually word-processed our first reports. Then our progress was stopped when David was shot by an intruder in his and Vera's apartment. For a period of time, life stood still. Our main focus was David's survival and recovery.

We had great hopes and believed completely in what we were doing. Unfortunately the strain on our company was too great and I had to leave and go back to Nashville and develop my own path.

David and John were my inspiration for becoming a member of the Institute. David's leadership, commitment, and energy have always been major factors in the development of the Institute. I am absolutely certain that had David not convinced me to join him in Knoxville, my path in life would have been in a different direction than axiology. David had a remarkable ability to understand the philosophical background of axiology, as well as the implications of the new scientific approach of Dr. Hartman. His commitment to Hartman's axiology was total, but he also understood that Dr. Hartman opened the door to many other possibilities in the development of axiological models.

David had a powerful understanding of the interpretation of the Hartman Value Profile, as well as a gift for identifying applications of axiology in diverse environments. David also had a gift for teaching others, for helping each person identify and understand their unique, irreplaceable worth, and for creating reports and applications of the HVP. David developed a depth and breadth of knowledge about the history, theory, and applications of axiology which, in my opinion, was unmatched. His commitment to teaching the power of the intrinsic never wavered. I am also convinced that his dissertation is the best analysis of the relationship of the conscious and unconscious that exists.

David and Vera were a team from the beginning. They both shared a relationship which rested in their love and commitment to each other and to axiology. Vera also became a powerful force in axiology and the Hartman Institute. I will always remember the early years when David and I dreamed of what would become, the middle years when we shared our commitment to axiology, and the later years when we shared the experiences which defined our careers as axiologists. David and I did not always see "eye to eye" but we always saw "heart to heart". He will always be a friend in my mind and heart.

GILBERTO CARRASCO

I feel a lot the departure of our dear friend, David. His is an irreparable loss. I have many memories of his kindness, generosity, and teaching.

I learned about Vera and David Mefford from Alfonso Lozano and Leonardo Gomez in 1982 when I was studying my first lessons on Formal Axiology. I remember that Alfonso said great things about the RSHI's members, especially the Mefford's kindness and their passion about their new discoveries in psycho-axiology.

I met David in Mexico, at Hartman's Library in Cuernavaca City, at the wonderful 1983 RSHI´s Conference held in México. With a big smile, he gave me a big hug when I knew him personally. I was fascinated by David's love and by his passion about axiology. I remember his presentation that day about a new form to process the HVP and a lot of new HVP indexes. I remember the discussion with John Davis, Frank Forrest, John Austin, Leon Pomeroy, Ricardo Ortiz, and Mario Cardenas. Incredible moments!!!

I visited the Mefford's house in Knoxville, 1811 Riverside Drive, during the 1985 RSHI´s Conference, and I remember the love and teaching I received from David and Vera. One day I was greatly surprised by the new knowledge they shared with me concerning the axiotypes and the new axioscope. I asked David why he shared with me their new knowledge, and he said to me with a big smile, "Because I love you." Then he gave me a big hug and a kiss on the forehead.

The next day David took us to the Special Collections Library at the University of Tennessee to use the Hartman collection and study a lot of invaluable documents.

At the end of the 1985 RSHI Conference, David and Vera gave me a beautiful present: a metal key chain with this inscription: "GILBERTO'S KEYS." Since that day, I have used that key chain.

David touched my heart and my mind, he gave me great inspiration to work with passion on Formal Axiology!!!

He was one of the great pillars of this new science.

I'm sure he is in the presence of the Lord.

ARTHUR R. ELLIS

My acquaintance with David Mefford goes back to 1968 when we were both participants in Dr. Hartman's "after hours" seminars on Formal Axiology, held in a room at the Student Center at UT, Knoxville. David subsequently moved to Germany, as recommended by Dr. Hartman, so we lost contact for a few years. After Dr. Hartman's death, David and others established the RSHI, and I was invited to the first meeting in 1977. We became reacquainted, developing a long term friendship and association. Dr. Dave was a serious student of Formal Axiology, pursuing the roots of Dr. Hartman's thinking and devoting his life's work to developing and expanding the theory and application. He and Vera, working together, have had a profound impact on thousands of people around the world as their work has been applied in multiple locations. He left the world a precious legacy of his writing and thoughts. Someone else described David as a giant in the field of Formal Axiology and I cannot produce a better descriptor. His generous spirit, inclusive approach, and intellectual acuity will be greatly missed. My life has been enriched by the gift of having known David Mefford and called him friend.

REM B. EDWARDS

I first got to know David Mefford when he was a graduate student in Philosophy at the University of Tennessee, and Robert S. Hartman was on our faculty. I was a member of his Dissertation Committee. Decades ago, I saw that he had great promise as an axiologist. He more than fulfilled that promise over the remaining years of his life. He helped to found and organize the Robert S. Hartman Institute in 1977, several years after Hartman's death in 1973, and he served it faithfully and skillfully as an Officer and Board Member through the years. He was our Vice President and Program Chair at the time of his death. His skills in interpreting the Hartman Value Profile, and in teaching others how to do it and how to value effectively in order to live more meaningful and worthwhile lives, were unsurpassed, as were his creative insights, energy, writings, and productivity in axiology.

David was both a "true believer" in Hartmanian axiology and, at the same time, a very creative and open-minded person. Those gifts are not easily balanced, but David was a very complicated person. He saw clearly the necessity for teaching axiology and the HVP to others, and he did more than his part to fulfill that essential objective. He was always greatly concerned for the future of Hartmanian Axiology beyond the first generation of Hartman's successors.

David created many parallel profiles and handbooks that significantly advance Hartman's work, and he regularly wrote and contributed excellent articles to our *Journal of Formal Axiology*. David has many successors in his work, but, as Thomas Jefferson said of Benjamin Franklin, "No

one can replace him, Sir." No one could ever take the place of this unique and wonderful person. Losing David is like having one's foundations undermined.

David was a very good person, both morally and spiritually. He always tried to come as close as he could to fulfilling those ideal concepts. He was thoughtful, considerate, concerned, compassionate, loving, just, and helpful to everyone. Like all the rest of us, he was not perfect, but he was an exceptionally good man.

My wife, Louise, and I have been closer to David and Vera than to any other Board Members of the Robert S. Hartman Institute. We regularly talked by phone and communicated by email at least once a week, often more frequently, and we enjoyed regular personal visits from and with David and Vera. David was, and Vera still is, among our closest and dearest friends. His loss is an incredibly great loss to all of us, but to none so great as to Vera, who will proficiently carry on his work and his vision.

KABI HARTMAN

Spring Break, Cuernavaca, 1975

David Mefford and his beautiful young girlfriend, Vera, caught and riveted my attention when David came to work with my grandfather in Cuernavaca in 1975: "Yesterday we met David Mefford and Vera," I wrote in my journal. "He was a student of Boppy's [my grandfather, Robert S. Hartman] and he's coming for dinner and a swim. He's nice and he's going to shoot marbles with us. Vera is only 21 and she's very nice." Although my entry does not articulate it, I was awe-struck by the Meffords. They vibrated with the power of their love for one another and their joy in life.

During the following days, my journal describes trips for ice cream, collective swims, tag with David, and confessional conversations. Vera was a great storyteller and told us a harrowing tale about her stepfather, who had lost a leg during World War I—"His leg got amputated without anesthetic," I recorded, clearly impressed. By the middle of the visit, my sister and I were as deeply in love with the Meffords as they were with one another. In fact, we took to waiting for David every morning at the dining room table, where we could glimpse his shoes through a gap between the bookcase and the floor as he made his way to my grandfather's library. When we heard the door open and saw his feet walking on the shiny white marble floor, we sprang from our post and hurled ourselves on him like puppies. He returned our love with kisses and hugs and promises to meet at noon for a swim and game of pool tag.

David was a born teacher, who taught by playing and mentoring: "I love David and Vera and being with two such loving people every day has been a very good influence for me," I wrote in my journal. "I've learned a whole lot about people. David and I talked. I admire David." If I remember our conversations correctly, we spoke about how everyone has the need to love and be loved. After one such discussion I wrote: "I'd like to make people love me and trust me." Significantly, I became a teacher, working to mentor my students in the spirit of David's love and warmth. But even more striking to me, returning to my adolescent journals after so many years, is that this visit took place during a two weeks' spring break. I had always remembered our days with David and Vera as stretching over a lazy period of summer months. While our time together was short, it has reverberated and expanded in my memory as one of my most meaningful coming of age experiences. The two following photos are from that time together.





MARK A. MOORE

I have known David as a friend since 1968 when we met over a pool table in a bar behind the old graduate library. Over that pool table I introduced David to the work of Robert Hartman. The rest is a life well-crafted and a testament to hard work and intelligence. David is one of the true pioneers.

GREG SMITH

Aloha, Vera. I was shocked to learn of Dave's passing. As I ponder this signpost of our mortality I am reminded of the great gifts that the two of you shared with me over the years. David's grasp of the axiological fundamentals as well as the nuances of this amazing work were a resource the world shall miss and that I shall treasure for the rest of my days. I will fondly recall the training sessions we had in Knoxville and the wonderful hours Zeke and I spent with both of you on your front porch discussing the life-changing components of axiology and your application of those revelations in day-to-day life. I remember the wonderful Sunday brunch we shared at the Country Club and the genuine friendship and mentoring that you both offered so graciously over the past years. I never knew Bob Hartman, but I have to think that his vision for the future of axiology rested on the shoulders of Axio-Giants like David. I shall miss him. I cannot think of Dr. Dave without Vera being in the same thought. The relationship that the two of you built and sustained over the years was a rare one. It was built upon mutual respect and love. It was wonderful to see. I have met many who appreciated Dr. Dave's brilliance, but few who could operate on his level. You are one who could and did operate at that height. I am glad I had a chance to speak with him a month ago and to order a copy of his final work. It was good speaking with him and, as always, he signed off by saying that he loved me. I could not ask for a better farewell.

CHRISTINA BARTOLINI

David's and your beautiful and devoted relationship was always noticeable. It was impossible to miss the way the two of you stood in the same space, the way the two of you communicated with each other or, jointly, to someone else, your mutual passion for your shared work, and even the way the two of you presented and gave out jars of honey. The two of you just went together, and I am so grateful that I got to know the two of you as Dave and Vera. Dave was a special man who left a wonderful and lasting legacy, including to me.