

A Personal Philosophy

By Bob Krone

Dedicated to Mae Sue Krone, whose love, guidance,
and partnership nurtured its evolution

Abstract

After a life of diverse professional activities, including earning a doctor of philosophy degree and editing the *Journal of Space Philosophy*, Bob Krone decides to describe the origins and evolution of his own values and philosophy.

Keywords: values, learning, self-examination, teaching, leadership, academics, systems, space, philosophy, humanity.

Introduction

Michel Montaigne (1533-1592) is credited with inventing the essay form with his classic work *Essais* (1st Edition, 1580). He lived and reworked his essays in a French rural retreat after being the Mayor of Bordeaux from 1581-1585. Since then, essays have traditionally been short statements feeling their way towards expression of what needs a far wider space to exhaust. Using the Montaigne essay style here, I have not provided specific references for statements throughout this article. Interested readers can find my complete resume/curriculum vitae at www.bobkrone.com/node/103.

Every human being has a personal life philosophy. It was formed by a complex lifetime mix of genetics, environment, and learning over time. A small percentage of humans have explicitly documented their own philosophy as an analysis of their own value systems, or to understand the values, sources, and influences on their beliefs over time. My definition of *values* – created during my doctoral studies at UCLA – is “Values are principles or things preferred.” That is different from the economic definition of value, which is usually oriented toward quantitative worth. Philosophy and values are not synonymous, but have many commonalities. Philosophy is oriented toward total life meaning, while values form the components of that totality.

Most people’s personal philosophy is created and evolves from experiences and just living, not from conscious reflection and design. Is that not the best way to develop philosophy? For some, it may be. But the belief I bring to this article is that individual, family, group, organization, agency, business, society, national, international, and human existence would improve with wiser and more explicit self-examination of values and philosophy. There is value in knowing answers to the questions: *What do I believe?* and *How should my beliefs impact my behavior?*

Dr. Paul R. Cone was my mentor for two university faculty appointments – the University of Southern California in 1975 and La Sierra University, Riverside, California in 1992. Paul was a wise, compassionate, and brilliant leader in both academics and business. One of the many lessons I learned from Paul Cone he had condensed into

one sentence: “If there is a vacuum and you care, then act.” I founded the *Journal of Space Philosophy* in 2012 because there was no such professional journal within the global Space Community and I cared.

Recently, I realized that I have a personal vacuum. In spite of earning a doctorate of philosophy, of thinking, studying, researching, and writing about philosophy, and of founding a professional philosophy journal, I had never attempted to document my own personal philosophy. If I were asked, “What is your personal philosophy?” an adequate verbal reply would have been unlikely.

It was the latest book of another of my mentors, Professor Yehezkel Dror, that made me realize that I should care about that vacuum. Dr. Dror, the co-founder of the policy sciences in the 1960s and their leading scholar, teacher, and author since then, includes in his 2014 book, *Avant-Garde Politician: Leaders for a New Epoch*,¹ Chapter 19, “Innermost Philosophy”. Dr. Dror provides 18 main facets that are important for the innermost philosophy of avant-garde political leaders. I recommend that everyone in any political leadership responsibility role read that chapter. But, most of Dror’s guidelines are relevant for *everyone* who is in any leadership role.

So, is there any purpose for this article other than filling my personal vacuum? In this year of 2014, I am 84 years old. I conjecture that if I had done this self-examination at ages 20, 30, 40, 50, 60, and 70, I would have been better able to adapt my personal and professional life to a set of values and a consciously formed philosophy which I considered good. Thinking and conscious design seem preferable to random evolution, although I grant that reaching a capability for self-examination is an important criterion for doing so. It may well be that reaching seniority has its thinking benefits.

The process of identifying eight decades of evolving learning, beliefs, values, and philosophy was, in itself, a unique personal learning experience. The best metaphor I have for that process is Frank White’s *Overview Effect* research and writings for the new perspective of Earth by astronauts in Space.² I believe it is impossible for anyone to explicate their own set of values and philosophy fully. That complete set puts boundaries around our findings and conclusions and even attempts at objective analysis will be like putting your toes into a moving stream to test the waters. But part of my own learning experience from this effort is the conclusion that investigating personal philosophy is valuable research. I recommend readers consider that for their own lives.

¹ (Washington, DC: Westphalia Press, 2014).

² Frank White is a senior Space community scholar and philosopher as well as a member of the Board of Editors for this *Journal of Space Philosophy*. He is the author of *The Overview Effect: Space Exploration and Human Evolution*, first published in 1987 and re-issued in 1998. A member of the Harvard College Class of 1966, Frank graduated *magna cum laude* and was elected to Phi Beta Kappa. He attended Oxford University on a Rhodes Scholarship, earning an MPhil in 1969. He is the author or co-author of nine additional books, including *The SETI Factor*; *Decision: Earth*; *Think about Space* and *March of the Millennia* (both with Isaac Asimov); *The Ice Chronicles* (with Paul Mayewski); *Space Stories* (with Kenneth J. Cox and Robbie Davis-Floyd); and *The New Camelot*. He also contributed chapters on the overview effect to four recently published books on space exploration: *Return to the Moon*, *Beyond Earth*, *Living in Space*, and *Space Commerce*.

My Philosophy Sources over Time

Readers may want to skip this section as being marginally applicable to their lives. But for my personal philosophy, the people and events I summarize here were critically important. As this personal philosophy recording proceeded, from the initial idea to completion, I continually ran into the need for decisions on scope and details. I came to realize the truth that every person and every event in my life had some influence on who I am. The task then became to identify the critically important people and events to avoid turning this essay into a long and boring book.

An interesting question for readers is: “To what degree is personal philosophy pre-determined by early life?” which stimulates the follow-on question of “How can personal philosophy be changed after it is initially formed?” I will leave answers to those questions to the medical and psychological experts. For my analysis, I have divided my life into three separate phases.

Phase I: Genetics and Youth (1930-1948)

My first sources were genetic. My parents, Dr. Max T. Krone (1901-1970) and Harriet Beach Krone Spencer (1900-1996), were Americans who placed education, learning, goal setting, achievement, and family as cardinal values. From age six I also had two step-parents who were important influences and teachers for me. Step-mother Beatrice Perham Krone (1900-2000) was an internationally known music educator who co-founded with my Father, Max Krone, the Idyllwild School of Music and the Arts (ISOMATA) in the San Jacinto Mountains of California in 1950. At age 20 and in my BA (Cinematography) studies at the University of Southern California, I was a student in the first class of that school. I have remained involved to 2014 and have spoken and written on the Max and Bee Krone philosophy that influenced me and propelled that school, now titled *Idyllwild Arts*, to 65 years of success in the arts education world.³

My fourth parent was step-father Victor E. Spencer (1893-1984), a soils research scientist at the University of Nevada in Reno. From him, and the Spencer Family members, I learned the importance of research, reliability, honesty, responsibility, humility, humor, hard work, and sacrifice for family and friends.

My young life through junior high and high school was stable in Reno, Nevada. I made a friend, Ed Hancock, in Northside Junior High, in 1943. That rare friendship has remained until today. We were both Boy Scouts during World War II. Ed and I hiked, camped and worked on merit badges, and collected items for the Eisenhower war effort. I can still cite the Scout Oath: “A Scout is trustworthy, loyal, helpful, friendly, courteous, kind, obedient, cheerful, thrifty, brave, clean, reverent.” I did not appreciate at the time the high value of those virtues. Ed and I have remained buddies, adventure travel companions, and collaborative educators. See (1) Ed’s daughter, Leslie Donovan’s *Letter to the Editor* for the Spring 2014 issue of the *Journal of Space Philosophy*;⁴ (2) The Interview of Edward L. Hancock in the 2010 *Nevada Review*;⁵ and (3) Edward L.

³ See www.idyllwildarts.com.

⁴ *Journal of Space Philosophy* 3, no. 1 (Spring 2014): 10-11, www.bobkrone.com/node/120.

⁵ *Nevada Review* 2, no. 1 (Spring 2010): 10-126.

Hancock's Autobiographical Essay.⁶ Being the captain of the Reno High Basketball Team for two years gave me my first exposure to leadership. I must have learned something about social interactions, because I and my girlfriend, Jean Rivera, were voted "the most popular boy and girl" in our senior year of 1948.

Those were my early years of genetic and environmental sources for learning and adapting to life – 1930 to 1948. I do not remember concentrating on those inputs. I was merely the fortunate recipient of the genetics, philosophies, and experience of intelligent, honest, and successful family seniors and good friends who were also fortunate in their genetics and youth.

Phase I: Summary Learning

My early life philosophy was formed entirely by my genetics and environment. It took years more of living and learning to begin to understand how fortunate I was to be born in the United States and protected by intelligent and healthy parents in a stable home and educational environment. The package of values I implicitly absorbed in those years was all positive and it put no negative constraints and many goals into my later development.

Phase II: Military, Academics, and International (1948-1976)

My personal philosophy sources for the next 28 years came from a combination of formal education and the U.S. Air Force. Those two sources were continually intertwined as the Air Force taught me to fly its fighter jets—the T-33, F-84F, F-86A, F-100, T-39 and F-105's—which took me around the world, into continual cultural and ethnic learning environments, taught me about personal risk, and exposed me to the huge satisfactions of flying powerful single-pilot machines and the agonies of losing friends. The Air Force sponsored my enrollment in my master's degree, my PhD, the Naval War College Command and Staff School, and the Industrial College of the Armed Forces major education programs, while progressively assigning me to a 23-year series of assignments with increasing challenges, responsibilities, and rewards. I would not change a day of that living and learning experience.

After my 1952 graduation from the University of Southern California with a BA in Cinematography and a commission as 2nd Lieutenant from the USC Air Force ROTC Program, my Air Force flying training occurred from January to December 1953. My first assignment was to Turner AFB, Albany, Georgia, where a positive lifetime association began. Lieutenant Leo Thorsness and his wife, Gaylee Thorsness, moved into the house across the street in 1954. Between 1954 and 1957, Leo and I flew the T-33 jet trainer, the F-84F Thunderchief, and F-100 Supersabre jets throughout the contiguous United States, Alaska, Puerto Rico, and Europe. This began an association that has lasted 60 years. We both later flew combat in Vietnam. Leo survived over six years of torture and abuse as a prisoner of war in Hanoi, returned in 1973, was awarded the Medal of Honor by President Nixon, was elected to be a Senator of the State of Washington, became an aerospace executive, and served as President of the Medal of Honor Society, 2010 to 2012.

⁶ http://bobkrone.com/pub_cat_details/61.

Leo was a major influence for the progression of my personal philosophy. Aside from having the knowledge and skills required to be a superb fighter pilot and jet squadron commander, Leo's personal philosophy accounted for his survival as a member of America's longest incarcerated POW group in its history. He summarized his philosophy's components in his book *Surviving Hell: A POW's Journey*,⁷ as "Family, Faith, Fun, Friends, Flying the American Dream, Responsibility." Those were Leo's mental foundations. Before his captivity in 1967, I had always enjoyed Leo's sense of humor. After his release from Hanoi in 1973, it amazed me that his six-and-a-half years of isolation, torture, and abuse had not changed that sense of humor. Leo credits his personal values and philosophy for his surviving hell.

Leo gave a unique and memorable three-minute talk at the 2011 International Space Development Conference (ISDC-2011) at Huntsville, Alabama on May 11, 2011. He told the story of how the American Hanoi POWs first learned that America had landed astronauts on the Moon – fourteen months after Neil Armstrong and Buzz Aldrin did it on July 20, 1969 with the Apollo 11 Mission. You can access that short talk at <http://www.youtube.com/watch?v=tDjDKc1LaGU&feature=youtu.be>. Leo describes

The joy and patriotism of the POWs on receiving the news as "The second most important message of our imprisonment, after the message in 1973 that we were going home."

Combat military flying is a unique environment for learning and self-evaluation. When life or death is the outcome, other issues seem trivial. Air Force jet flying, where there is one pilot per airplane, has distinct differences from other forms of combat. Teamwork is just as important as in ground combat or multi-crew airplanes. But being solely responsible for the missions of supersonic machines, and doing it in collaboration with other pilots having the same responsibilities, requires a unique set of skills. That uniqueness is difficult to explain to others, but accounts for old fighter pilots being compelled to attend reunions. Bill Hosmer, a former Air Force Thunderbird Team member, retired USAF Colonel, and Wing Commander, who flew the F-105 in the first mission over North Vietnam on March 2, 1965, captured the feeling at the funeral of pilot colleague Robert V. "Boris" Baird on July 5, 2014, with the comment: "Our group was annealed by the fires from those days in the cockpits over North Vietnam and has stayed in close contact ever since."⁸

One personal military story held an important lesson for me. Air Force Colonel Sabre Sams was the wing commander in Thailand when our 469th Tactical Fighter Squadron was flying F-105 Thunderchiefs over North Vietnam. April 24, 1966 was one of our worst days. Our squadron commander, Lieutenant Colonel Bill Cooper, and Lieutenant Jerry Driscoll were both shot down near Hanoi. That night Colonel Sams told me: "I'm making you the 469th Commander because you have the right combination of brains and guts." That remains the most meaningful officer-effectiveness report of my 23-year

⁷ (New York: Encounter Books, 2008), 15-17.

⁸ E-mail from John Morrissey, Colonel, USAF (Ret) to Bob Krone, July 6, 2014.

Air Force career. It also added combat leadership to my experience and evolving personal philosophy.

Aviation artist Brian Bateman, and his wife, Louise, happened to be our neighbors in Fallbrook, California when Sue and I moved there from San Bernardino in 2003. He decided to create this painting depicting my 100th Mission over North Vietnam, which happened on 6 June 1966:



Figure 1: Bob Krone's 100th mission over North Vietnam.

I include it in this essay for several reasons. The Air Force's 100-mission tour for pilots was a huge factor for the air war over North Vietnam. Its history was recorded in a permanent exhibition at the National Museum of the Air Force in Dayton Ohio. I helped senior curator Jeff Dufford and his staff in their nine-year project to build that exhibit in one of the museum's hangars. Brian Bateman completed the painting in time for it to be his donation to the Museum during the formal opening ceremony for the exhibit on March 18, 2009.⁹ My personal 100 missions and my leadership in the 469th Tactical Fighter Squadron flying the F-105 Thunderchief were, on reflection, major building blocks to my life at age 35. The painting represents for me the aesthetics of flying rather than the conflicts of war.

A previous year's Air Force assignment, 1958-1959, was my most concentrated learning experience to that time. Lieutenant General Robert M. Lee chose me to be his aide de camp for his assignment as the Chief of Staff, United Nations Command, Republic of Korea. He and I were both unaccompanied by families there for 13 months. We lived together in quarters on the Yongson Military Reservation in Seoul. My main job was to coordinate his schedule with the military commanders and units of the United

⁹ Readers can view the Museum's 100-mission exhibit at www.nationalmuseum.af.mil/factsheets/factsheet.asp?id=13848. Reference to my 100 missions is at www.nationalmuseum.af.mil/factsheets/factsheet.asp?id=13854.

Nations Command – representing the United States, the Republic of Korea, the British Commonwealth, South Africa, India, Norway, Sweden, the Netherlands, New Zealand, the Philippines, Australia, Belgium, Canada, Colombia, Ethiopia, Greece, Luxembourg, France, Turkey, and Thailand – who had sent forces to combat armies of the Democratic People's Republic of Korea which had invaded the South on June 25, 1950. Agreement to end the war and divide the country at the 38th Parallel had occurred in 1953, five years before our arrival. Those dispersed units were stationed throughout South Korea. It was a 24/7 assignment with one of America's distinguished military commanders – and was my first major international learning experience. Realizing the importance of my opportunity, I kept my first diary of events and people. The later value of that diary justified the special effort required to create it.

There are many more stories relevant for my Phase II period, 1948 to 1976. My application for Air Force-sponsored doctoral studies under the Air Force Institute of Technology (AFIT) was approved beginning in 1968 – two years after my combat flying over North Vietnam. I chose the University of California at Los Angeles (UCLA) Political Science and Policy Sciences PhD program. The main reason for that choice was that Dr. Bernard Brodie, an American senior military strategy scholar, was on that faculty. He became my dissertation committee chair, approving my *NATO Nuclear Policymaking* dissertation in May 1972.

My promotion to colonel also occurred in 1968, which made me the senior Air Force officer of the 105 who were then enrolled in UCLA studies. Also on the campus was a large Air Force ROTC program that was being frequently protested by student groups as “loving war.” Air Force leadership tasked me to be the commencement speaker for the summer 1970 class of ROTC graduates, who would be commissioned as Second Lieutenants along with earning their bachelor degrees. UCLA and the UC Berkeley campus had very active anti-Vietnam War faculty and student protest groups. The war had been underway for six years in 1970 and the American public was seriously divided over its conduct. I concluded that I had an important responsibility for the commencement speech. I titled it “The Power and Politics of Lieutenancy,” which gave the impression of being an oxymoron to those familiar with the military rank and authority structure. The message of the talk was: *That you graduates will have positive influence on decision making – even as lieutenants – if you follow three timeless keys for success: (1) careful preparation; (2) sustained performance excellence; and (3) a positive values orientation within your “cone of confusion.”*

The Air Force leadership published the talk in its monthly *Air Force Policy Letters for Commanders*, January 1971. Forty years later, on December 26, 2011, I got a phone voice message at my home in Fallbrook, California about a commencement talk I had completely forgotten. The CEO of Smart Fleet, Inc. and Fleet Engineering, Inc., Joseph Sobodowski left the message. In 1971, Air Force Technical Sergeant Joseph Sobodowski was a Master Instructor at Chanute Air Force Base in Illinois. He was also the staff person who received information coming in to the base and designated its distribution to commanders and offices throughout the base. He did that by the titles of the documents and rarely read the items himself. But the title “The Power and Politics of

Lieutenancy” caught his attention and he read the article. He later stated: “Its words are indelibly written in my mind and in my spirit.” He credited the article with being important for his own business successes and as part of his 33-year teaching career: “It not only impacted me but has touched the lives of people in my sphere of influence.”¹⁰ In 2012, Joseph Sobodowski joined our Board of Directors of Kepler Space Institute.

The experience toward the end of my Air Force career created permanent global world-wide political-military values. I was selected in the spring of 1971 to be the Chief of the Nuclear Policy Section at NATO Headquarters in Mons, Belgium. I held that job for three years, from 1971-74, representing General Andrew Goodpaster, Supreme Allied Commander Europe (SACEUR) in the Nuclear Planning Group (NPG). I was in charge of an international group of officers and met weekly in Brussels, when civilian and military representatives of the eleven NATO nations met as the top policy making group for nuclear matters within NATO. Twice a year the NPG met at national capitols of those eleven nations, when the defense ministers led the delegation and NATO nuclear policymaking occurred. I had departed UCLA as an “all but dissertation” PhD candidate, then wrote my dissertation, titled *NATO Nuclear Policymaking*, while on the job in Mons. That complex project was facilitated within the top security classification of NATO by the fact that in 1971 I created the first unclassified briefing on nuclear policy and briefed it continually to NATO visitors. It was a tricky balancing act, because the manuscript had to be approved by General Goodpaster before going to my PhD committee, headed by Bernard Brodie. I was precluded from having anything security-classified in the dissertation by NATO, but the UCLA Committee was eager for operational details, which I could not disclose. The solution that worked was to describe the history and process and significance of NATO’s nuclear planning. It worked and became the first higher education dissertation on the subject.¹¹

The combination of researching and writing the dissertation with living the process as a participant was the ideal personal learning experience on one of the world’s top issues. The issue will never disappear. It actually gets more intense attention as the possibilities of nuclear war exterminating the human race increase over time. Those lessons learned are burned into my personal philosophy. One of the most important lessons learned during that 1971-74 period – which was an intense Cold War time – was that nuclear weapons became one of the reasons that the Cold War never advanced to World War III.

¹⁰ See Bob Krone and Joseph Sobodowski, “Timeless Keys to Success: A USAF Forty Year Special Case,” *Pro Leadership* 1, no. 1, (February 2013): 5-7 at www.assegid.com/Proleadership/documents/PROLeadershipMagazine-V111.pdf. The 1970 speech at UCLA is at www.bobkrone.com/node/221.

¹¹ In 1974, Professors John P. Lovell and Philip S. Kronenberg published their book, *New Civil-Military Relations: The Agonies of Adjustment to Post Vietnam Realities*, (New Brunswick, NJ: Transaction, 1974), with my Chapter 9, “NATO Nuclear Policymaking” at 193-228. It can be found at www.bobkrone.com/sites/default/files/bobkrone_publication/New%20Civil-Military%20Relations.pdf. Dr. Phil Kroneneberg and I had shared the University of Pittsburgh Masters of Public and International Degree Program in 1964 and 1965. His wife, Dr. Renee Loeffler, Sue Krone, Phil, and I have enjoyed decades of rewarding relationships and mutual learning.

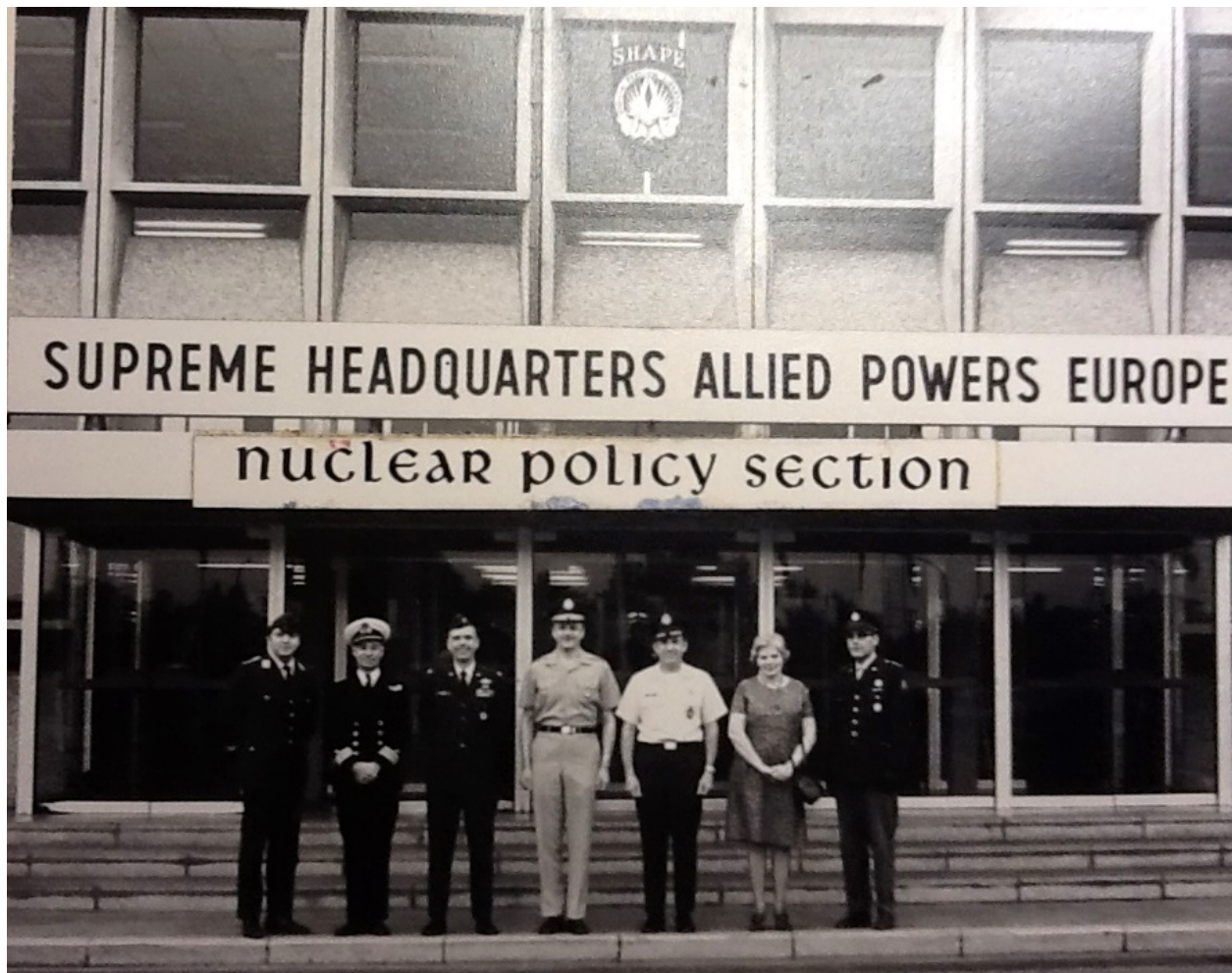


Figure 2: The nuclear policy section, NATO headquarters, Mons, Belgium, 1971-1974.

In closing this Phase II period for the growth of my personal philosophy, I want to recognize the important role of Caryl-Bence “Bencey” Bryan, my wife from 1952 to 1976, and our daughter, Kathleen “Kat” Krone, born at Turner AFB, Georgia, June 17, 1954. Bencey was 19 years old and I was 22 years old when we married in June 1952 in Los Angeles, right after my graduation from USC and being commissioned as a 2nd Lieutenant in the Air Force. Reflecting now on our 23 years of marriage, I realize that we never fully knew or discussed our respective needs. Bencey did her best to adapt to my continually changing Air Force career assignments. My focus remained steadily on successive goal orientations. Our series of separations, always followed by the next move, created progressive problems that ended the marriage in early 1976. Daughter, Kat, was 22 then and productively started on her own education and career.

Phase II Lessons Learned

I do not believe my fundamental personal philosophy acquired in Phase I, 1930 to 1948, was altered in this next phase to 1976. My Air Force career combined with advanced formal education put me in touch with multiple arenas producing experiential learning as I was maturing emotionally. Readers can see by the

stories above that my Air Force career was the driving force. It produced my belief that leadership is the package of skills that creates inspiration in others. It was aided and tempered by a master's degree in Public and International Affairs at Pittsburgh University and my doctorate in Political Science and Policy Sciences at UCLA. My professors at those universities, and my continual interaction with military leaders and colleagues, had major impacts. Learning advanced research tools gave me the ability to judge my associations through "right-and-wrong standards." I believe those standards served me well for my decisions regarding what should be the components of my personal philosophy. In other words, Phase II moved me well beyond the subconscious acquisition of values to a position where intellectual analysis could select the values that continued to build my personal philosophy.

Phase III, Sue and Eight Sciences (1976-2014)

The years 1976 to the present have had three major influences: First, and most important, has been the personal and professional partnership of Mae Sue Harper Parker Krone. I have dedicated this essay to her. She has been the most important positive influence in my life. It would take a book to describe the positive impacts of my 40 years with her, her two sons Robert Patrick "Bob" Parker, daughter-in-law Amy Parker, Donald Clyde "Don" Parker, and daughter-in-law Marti Manser. Sue has been the matron of her large and extended family, all of whom are intelligent and talented people, positively impacting my life. Second has been the academic world. I have been privileged to be a faculty member for teaching and administration, on a global scale, from bachelor's to doctoral levels in three major universities. All my students were bright adults advancing their careers. I learned from them. The third influence has been the global Space community, made possible by Carl Sagan and my NASA beginning in 1980.

To give a better answer for myself to the question of: "What has created meaning in my life?" eight sciences have created major avenues. For each one there were mentors guiding my way: Those sciences have been:

- **political science;**
- **the policy sciences;**
- **systems science;**
- **management sciences;**
- **quality sciences;**
- **knowledge, ideas, and intelligence;**
- **space sciences;**
- **the human creative compulsion.**

Those eight sciences cover a huge portion of humankind's knowledge. My exposure has been enough to impact my own personal philosophy significantly. That exposure has been a learning journey for me. I do not claim top expertise in any of them. And for each there is both theory and practice (i.e., thinking and doing) and both qualitative and quantitative tools and models (i.e., ideas and numbers). This section of my essay can

be used by readers as both a theory and a model for personal relevance. My Air Force aviation, command, and administration career gave me the practical experience to be a mirror for the theories, concepts, knowledge, and insights of those science worlds.

Detailed discussions of any of these sciences are outside the scope of this essay. I will just select the one or two important principles and values from each science that contributed to my personal philosophy through the period 1976 to 2014.

I will begin with my faculty appointment to the Institute of Safety and Systems Management (ISSM) at the University of Southern California in Los Angeles. The director in 1975, when I retired from the Air Force, was Dr. Paul R. Cone. Dr. Cone interviewed me for the new position of director of a new Pacific region for the USC Master of Science in Systems Management (MSSM). USC's MSSM degree program had grown consistently since it won the DOD RFP for a needed master's degree in 1963. The programs were delivered at military installations in Germany, throughout the United States, and across the Pacific. By 1975, the program growth to 55 study centers necessitated the regionalization of program control to Washington DC for the Eastern United States and Europe, to Hawaii for the Pacific study centers, and to the USC Campus for the Western United States.

The USC MSSM degree program continued to grow to 80 global study centers by 1980, when a new USC administration made a strategic decision to reduce its off-campus programs. When I became the chair of the Worldwide Systems Management Department in 1979, our MSSM graduates – ~2,000 each year – were 20% of USC's graduate degrees awarded at annual commencement. It was the first systems management graduate program in the world and it grew to be the largest. Sue and I travelled throughout Asia, Germany, and the United States for my teaching and commencement addresses for 18 years. To summarize the contribution of that experience to my philosophy, there is one universally agreed principle by all the faculty teaching in the MSSM Degree Program. That principle is that systems improvement is the basic goal for all public and private organizations, agencies, companies, churches, and non-profit organizations. No philosophy can be complete without an improvement vision and mission.

My next faculty appointment was as important as the USC experience. It was also due to the leadership of Dr. Paul Cone. When I advised him that in 1992 I was taking early retirement from USC because of the termination of the global MSSM degree, he said "Come to La Sierra University in Riverside, California." I responded, "Paul, you know that I am not a Seventh-day Adventist." And Paul said, "Yes, I know." By 2007, I had taught and consulted with LSU for fifteen years as its only non-SDA faculty member with the title of Distinguished Visiting Faculty.

Both the USC and LSU faculty jobs were in the business and management discipline. The valuable addition for me of the La Sierra University period (1992-2007) was the origin and embedding of the university within the Christian religion. The history and importance of spirituality to humanity was the new lesson learned. The professional who

led that process for me was Pastor Lawrence G. Downing, DMin. Throughout my fifteen years working with the administration, faculty, staff, and students at La Sierra University Larry Downing and I taught together, studied and wrote together, published together, and socialized with his wife, Dr. Arleen Downing, and Sue Krone. We both agreed that leadership is the most important contributor to successful management in any organization. Then we went on to conclude that moral leadership is the most important facet of leadership. History, and present reality, contains overwhelming evidence for that conclusion.

My collaboration with Larry continued into the space community. When we began to plan the Kepler Space Institute in 2009, a team of theologians exchanged views on the subject of *space faith*.¹² The logic took the following form:

1. Spirituality will remain an essential component of human Space settlements.
2. Earth's history records continual religious conflicts.
3. Our hypothesis was that a consensus for a space faith is preferred and feasible.

After two years of sharing thoughts on that hypothesis, Larry created the following which remains today as the best statement on "the essence of our humanity":

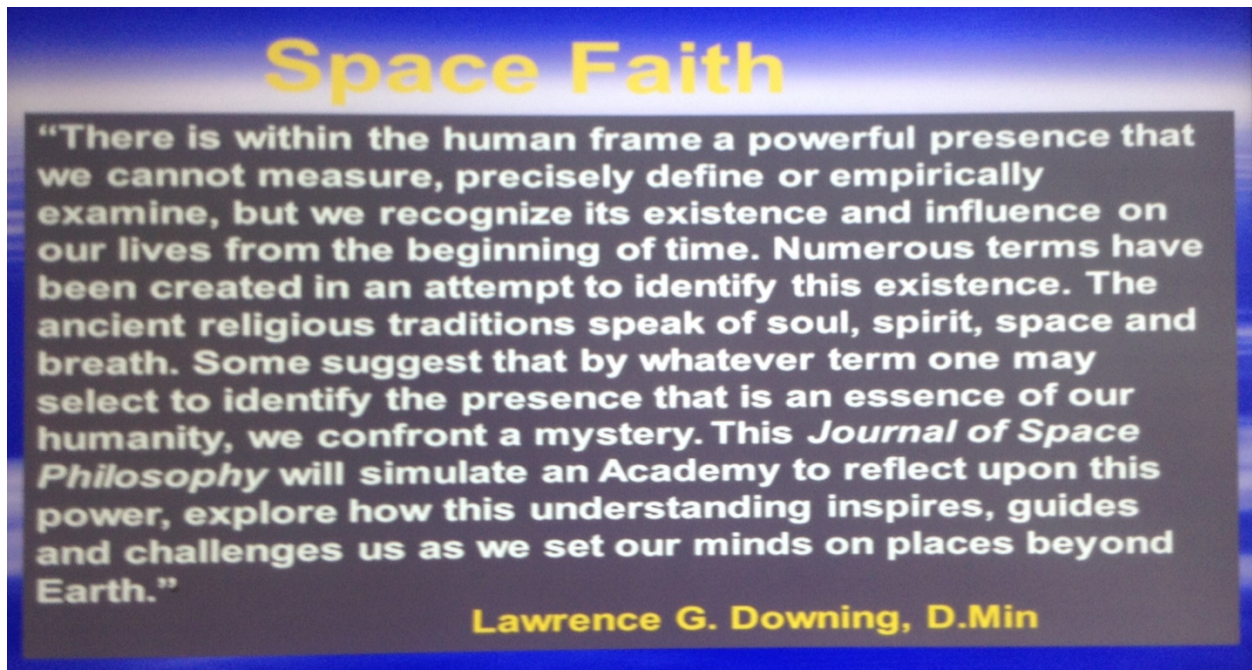


Figure 3: Space faith.

This is a bridge to the *policy sciences*. My summary slide follows:

¹² For a short video of Dr. Downing being interviewed on Ethics for Space, see: www.youtube.com/watch?v=2Zy3SAi6t4c.

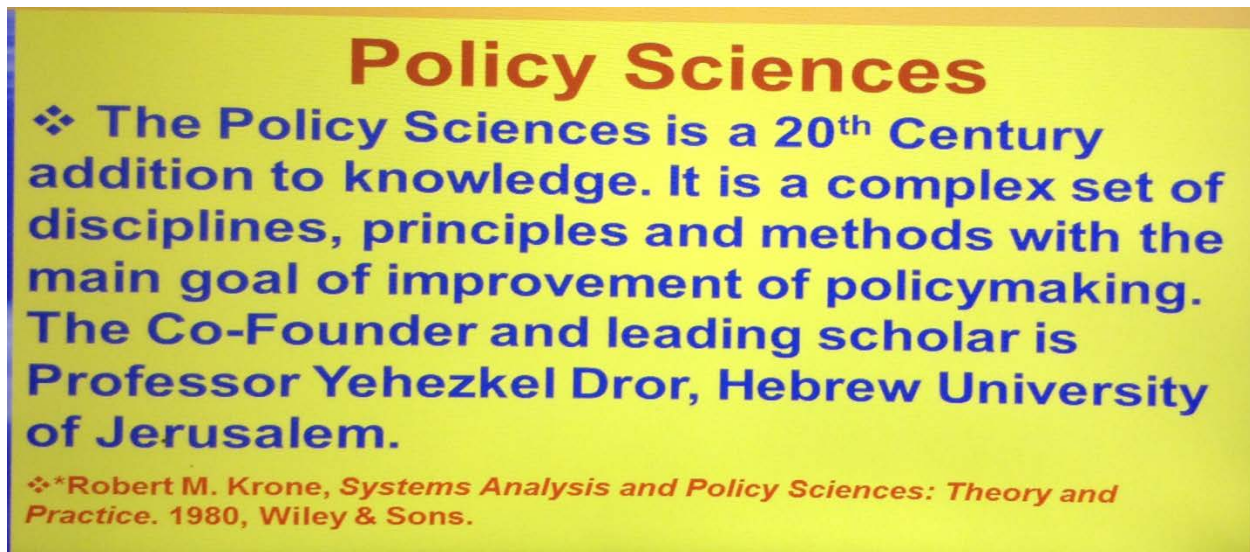


Figure 4: The policy sciences.

One of my personal great fortunes was my enrollment in the one course that Dr. Yehezkel Dror taught at UCLA, in 1969, which was the second year of my doctoral studies. He was on leave from the Hebrew University at the Rand Corporation in Santa Monica, California. Rand was the world's mother think tank and Dr. Dror had been invited there by RAND President Harry Rowen, after meeting him at an activity in Israel. He was there for two years as a senior professional staff member (the first non-American with a regular appointment at RAND). One class from Professor Dror convinced me that policy sciences would be in my future. We have collaborated over the past 45 years. His writings and wisdom have become a permanent part of my personal and professional philosophy.¹³

The quality sciences caught my attention during my doctoral studies, 1968 to 1972. They have continued as huge knowledge inputs to the present. After my appointment to the systems management faculty at USC in 1975, I designed USC's first graduate courses in quality management and helped sponsor presentations at American Society for Quality (ASQ) conferences. By 2005 I had been a member of ASQ for 30 years and had earned my ASQ Fellow membership. Along the way I created on the Inland Empire, California Section web site *The Quality Classic Essays*.¹⁴ It is not possible to summarize this movement begun by Drs. W. Edwards Deming and Joseph Juran in Japan after WWII, which has revolutionized government and industry work around the globe. There are still large areas where quality has not been adequately applied to work.

¹³ Yehezkel Dror's teaching at UCLA followed by my collecting all of his published works led to my first text publication, in 1980, while on the faculty: *Systems Analysis and Policy Sciences: Theory and Practice* (New York: John Wiley & Sons), 216pp. with a Foreword by Yehezkel Dror. Then in 1991, my second text was *Essays for Systems Managers: Leadership Guidelines* (Bend, OR: Daniel Spencer Publishers), 125pp. Leo K. Thorsness wrote the foreword and there was a chapter on the policy sciences.

¹⁴ *Thirty-three Quality Classic Essays* and some other publications can be found at www.asq711.org.

In August 2014, Larry Downing and I taught a concentrated strategic planning online course for the business and development master's degree program at the Pacific Adventist University in Port Moresby, Papua New Guinea. At one of Dr. Juran's last speeches, he predicted that the 21st Century would be "the century of quality." The finding that quality pays is no longer debated. Earth's developing world is too slowly learning the quality sciences.

Knowledge, Ideas, and Intelligence

Trying to prioritize the total philosophical influences on my life from academia and the sciences would be futile. But Leonardo da Vinci's quote accurately reflects the importance to me of continuing education:

Learning is the only thing the mind never exhausts, never fears, and never regrets. It is one thing that will never fail us. Leonardo da Vinci (1452 - 1519)

That truth convinced me to retire from the Air Force and to devote my career after 1975 to higher education for myself and others. It was Dr. C. C. Crawford, who I helped return to USC in 1982 from his 1965 faculty retirement, who put capturing ideas and brainpower into my academic activities. It was the faculties and graduate students at three universities, 1975 to 2007, who kept me focused on my own learning and my teaching of others. The one scientist who most dramatically mentored me into the mysteries of intelligence was Dr. Joel Isaacson. We shared a NASA/IEEE 1980 Summer Research at the University of Santa Clara in California.

We were two of 37 professionals researching *advanced machine intelligence* for NASA at the urging of Carl Sagan. We have been university colleagues and friends ever since. Joel's discoveries, beginning at Goddard Space Center in the 1960s, have placed him as the founder and lead researcher of "Nature's Cosmic Intelligence."¹⁵

I believe history will honor him comparably with Albert Einstein and Isaac Newton.

¹⁵ Joel Isaacson has pioneered in recursive distinctioning (RD) cellular automata since the 1960s. RD was rooted in studies relating to the analysis of digitized biomedical imagery. Dr. Isaacson utilized NASA's computing facilities at the Goddard Space Flight Center in Greenbelt, MD for the initial stages of this research. His research has been supported over the years by DARPA, SDIO, NASA, ONR, USDA, and a good number of NIH institutes. Isaacson is Professor Emeritus of Computer Science, Southern Illinois University and Principal Investigator of IMI Corporation. See his "Nature's Cosmic Intelligence" article in the *Journal of Space Philosophy* 1, no. 1 (Fall 2012): 8-16.

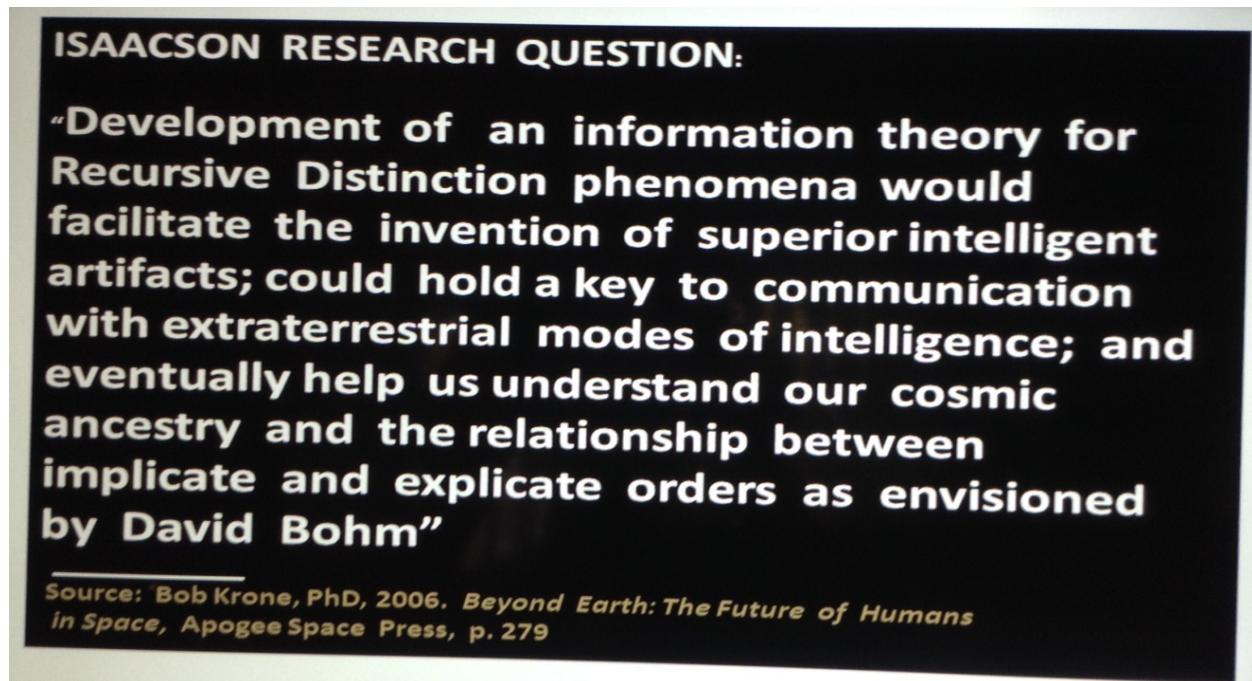


Figure 5: Isaacson research question.

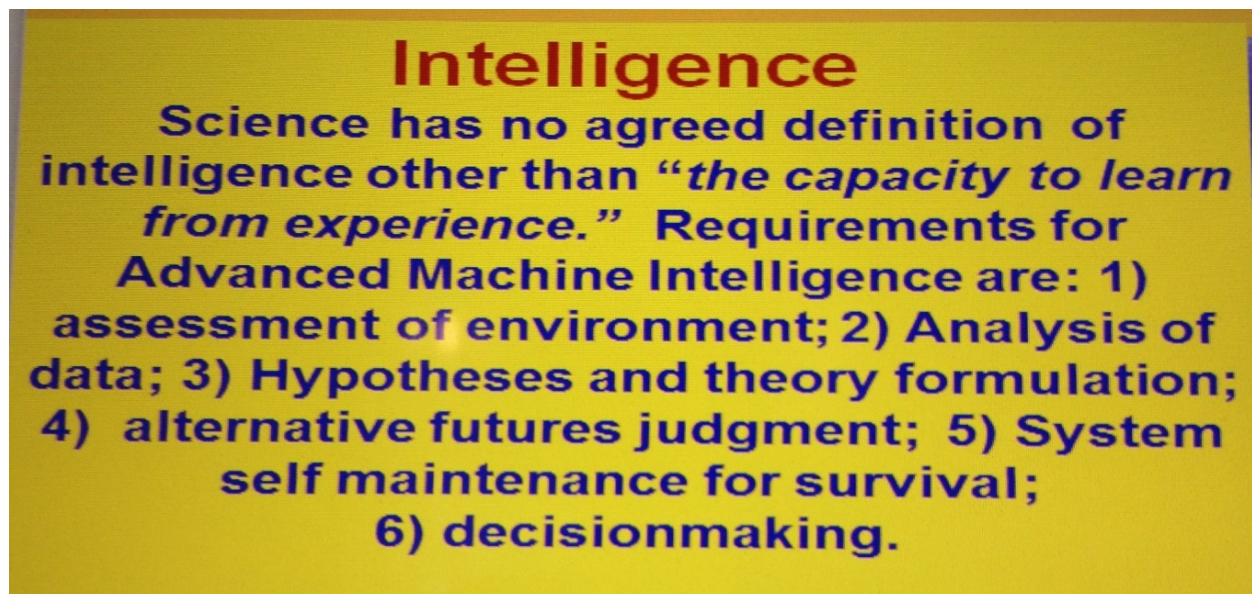
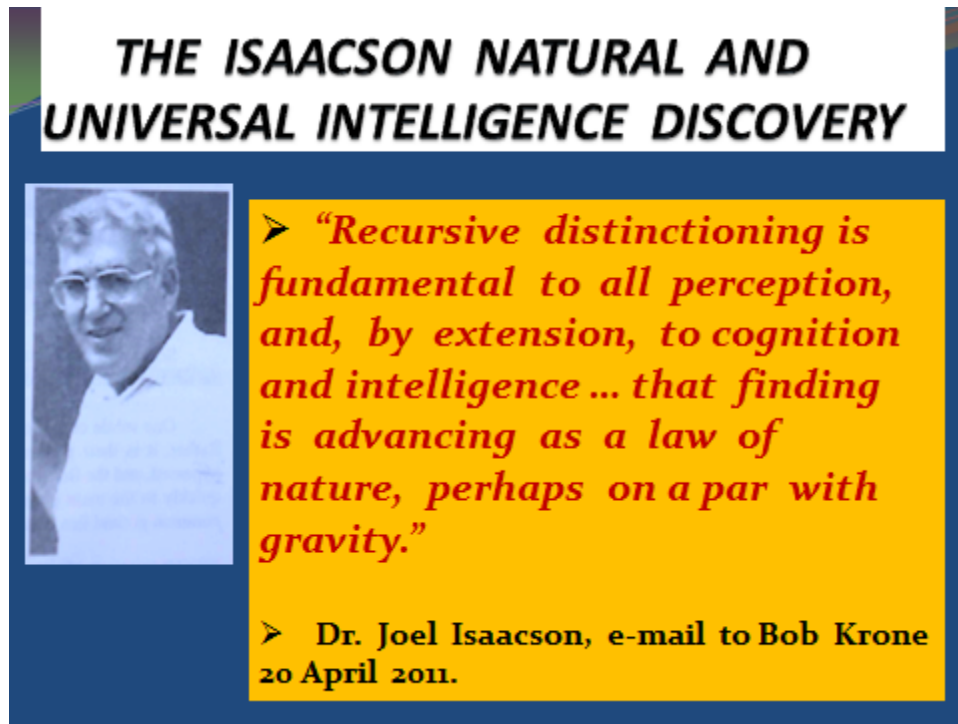



Figure 6: Intelligence defined.



**THE ISAACSON NATURAL AND
UNIVERSAL INTELLIGENCE DISCOVERY**



➤ ***“Recursive distinctioning is fundamental to all perception, and, by extension, to cognition and intelligence ... that finding is advancing as a law of nature, perhaps on a par with gravity.”***

➤ **Dr. Joel Isaacson, e-mail to Bob Krone
20 April 2011.**

Figure 7: Recursive distinctioning, cognition, and intelligence.

The Space Sciences

That 1980 NASA Summer Research began my involvement with the global Space community that remains today. The most direct links to my personal philosophy are contained in the issues of this *Journal of Space Philosophy* that we, in Kepler Space Institute, founded in 2012. If you read my article in the Fall 2012 first issue, “Philosophy for Space: Learning from the Past – Visions for the Future,”¹⁶ you will see that three of my life’s values became imbedded in the space philosophy proposed:

REVERENCE FOR LIFE WITHIN ETHICAL CIVILIZATION:

- 1) Reverence for life is the foundational purpose that will sustain humankind in perpetuity.**
- 2) Ethical civilization will be the environment facilitating that end.**
- 3) The Policy Sciences hold the solutions for creating ethical and successful civilizations.¹⁷**

The professionals I have worked with for 35 years in the global space community have been the important ones for the consolidation of my personal philosophy. Readers will find their images and their publications throughout the issues of *Journal of Space Philosophy*. Most of them have devoted their time and talents with the only compensation being the satisfaction of contributing to the deep meanings beyond and above self promised by humanity’s future Space epoch.

¹⁶ *Journal of Space Philosophy* 1, no. 1 (Fall 2012): 17-26.

¹⁷ *Ibid.*, 17-18.

The Human Creative Compulsion

Human curiosity and creativity have always fascinated me because they seemed extra-rational and too slippery to capture. They account for human survival through potential extermination. My first exposure to unusual creativity was with Irvin “Kersh” Kershner in 1949 and 1950. Then he was a young accomplished musician and photographer at USC. During the summer of 1950, I assisted him in building the first photo lab for the Idyllwild School of Music and the Arts. That relationship had existed for 60 years when Kepler Space Institute awarded Kersh the honorary degree, Doctor of Visual Arts in October 2010. Four months later, cancer took his life. Kersh directed films around the world. You can find his filmography of 24 films from 1958 to 1993 and multiple web sites documenting his 1923-2011 life. His most famous film was *Star Wars: Episode V – The Empire Strikes Back* (1980). When George Lucas asked Kersh to direct Episode V, Kersh asked him “Of all the younger guys around, all the hot shots, why me?” Lucas replied, “Well, because you know everything a Hollywood director is supposed to know, but you’re not Hollywood.” *The Empire Strikes Back* is still thought to be the best of the *Star Wars* series. Sue and I met Kersh and his son, David Kershner, in Tijuana on August 18, 2009, where Kersh was getting the kind of cancer treatment that did not keep him from working. At lunch I asked Kersh, “What is the most important thing that keeps you going?” He thought for a few seconds and said, “Creativity.”¹⁸ Creativity is the healing secret for us all.

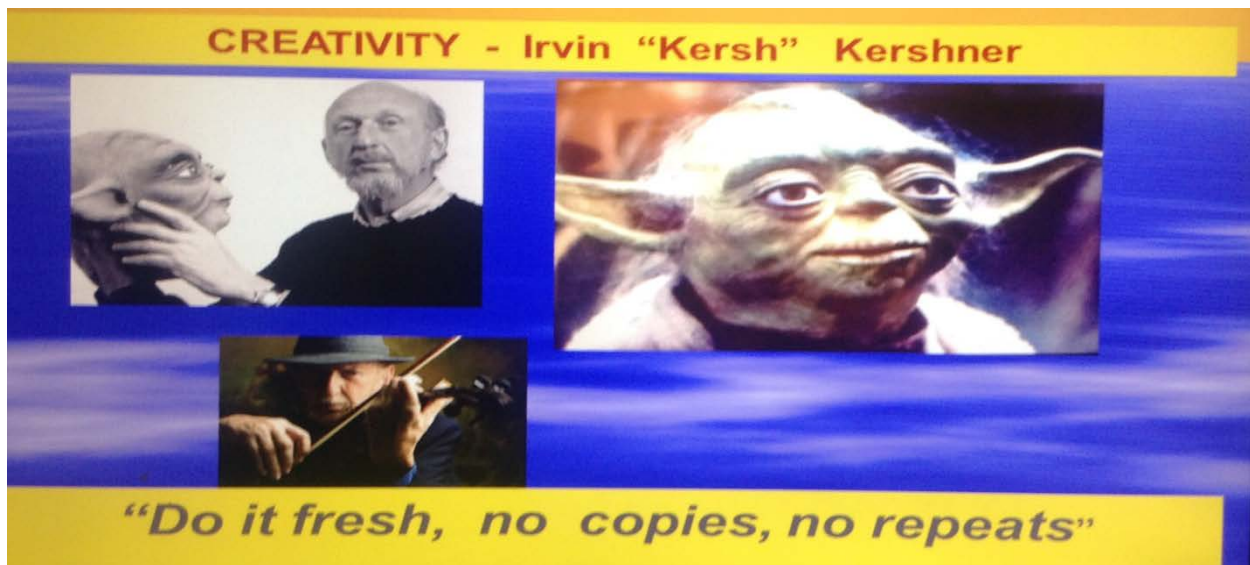


Figure 8: Irvin Kershner on creativity.

Doesn't being creative have risks? Lonnie Jones Schorer, an amazingly talented adventurer with an article in this issue of the *Journal of Space Philosophy*, answers that question:

RISK and EXPLORATION go hand in hand in a precarious balancing act, aiming for success while courting failure. Together they are the propellants

¹⁸ See Kersh making this statement at www.blip.tv/dashboard/episode/2521267.

of an advancing, enlightened society. Education can introduce students to both, via books, learning, and a process that fosters curiosity.

Risk and exploration are not reckless or inherently extreme. They do not have to be physical, but can be conceptual and intellectual. Humans are curious and seek to know and understand. There are different levels and kinds of risks that we live with and accept every day, such as crossing the street, driving, and flying. We seem readily to accept the risks we can identify with, while rejecting those with which we have no real life experience.¹⁹

Reflections and Conclusions

Where does this essay belong in the Space epoch literature? My short answer is that it belongs in values analysis. Values analysis is a prime methodology for examining what people, groups, organizations, corporations, nations, and alliances prefer. This one is a personal self-examination, but the questions asked and the sources pursued create a general model.

It took decades for me to understand fully the meaning and mission of my life well enough to want to document it or even to be able to document it. Learning the theory of philosophy was an aid in doing so and editing the *Journal of Space Philosophy* provided both motivation and insight. My hope is that readers find the components of my story helpful in bringing their own tacit philosophical knowledge into a more explicit form. Tacit knowledge is that gained from living as opposed to explicit knowledge gained from learning.²⁰ A related insight came to me as I was doing the final editing of this article. I can state it as “Intuition precedes the capability to prove one’s judgment.” On reflection upon my own life, I remember examples. The one most relevant here is the intuition that came to my in early 2012 “to create a Journal of Space Philosophy.” I could not verbally state the rationale for that intuition – it was part of my implicit knowledge. Now, with this issue being #5 in the series, I can empirically justify that judgment. Working with Dr. Gordon Arthur, Associate Editor, and all the authors who have contributed has been the best professional part of my later years.

Giving a positive meaning to one’s existence is one significant goal of philosophic study. Understanding the behavior of others is another. It includes choosing deliberately the values to which one is committed and not choosing those values leading to pathological behavior. In simple language, it helps you determine right from wrong. The way one shapes one’s existence defines one’s *being*.

Defining one’s personal philosophy has other benefits beyond the personal since one of the classic definitions of politics is “the authoritative distribution of values.”²¹ And politics is like gravity – found everywhere.

¹⁹ Lonnie Jones Schorer, “Education for Tomorrow’s Space Developers,” *Journal of Space Philosophy* 3, no. 2 (Fall 2014): 18, www.bobkrone.com/node/120.

²⁰ Michael Polanyi is the scholar who invented these terms and created the related theory.

²¹ This phrase was coined by David Easton.

For those who have created and contribute to the global Space community, it even goes beyond Earth to prescribing the philosophy and values for Space exploration, development, and human settlements. If that new epoch for humanity is done right, the models that decision makers and the public create in Space will be the optimum for replicating on Earth. And Earth will have been the designer for humanity's successes through the universe.

My overall personal conclusion after eight-plus decades is how extremely fortunate I was to spring from healthy genetics, to be raised and surrounded by an intelligent, caring family, and to be given the directions and opportunities for life that produced positive outcomes. *Fortuna* (luck) was also an important variable. It is a sad fact that humanity's social progress is so primitive that millions of people on Earth are not blessed with those opportunities or their lives are ruined or ended in tragic or evil ways. The leadership of Kepler Space Institute accepts the correction of those failures on Earth as part of its vision within the *Law of Space Abundance*.²²

Creating this essay and sharing it with colleagues gives me another finding. The process of doing it is a valuable learning experience. My hypothesis is that identifying a personal philosophy should be a requirement for anyone in leadership.

Regardless of your own personal philosophy, values, and goals the sentence my Father, Dr. Max T. Krone, had at the bottom of his stationery applies. It was, "The greatest use of a life is to spend it for something positive that outlasts it."

*Bob Krone
Fallbrook, California, USA
September 1, 2014*

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Editor's Notes: We are grateful to Bob for providing a clear statement of his personal values, values that infuse the thought of Kepler Space Institute. An interview in which Bob Krone talks about the power of values can be found at www.youtube.com/watch?v=tCSiuO8YP6E&list=UU2AvdK6_3mGgyky6T82QBMQ.
Gordon Arthur.

²² The *Law of Space Abundance*, defined as *Space offers abundant resources for human needs*, was formulated by Kepler Space Institute leadership in June 2009 after studying the extensive knowledge available on resources existing in space compared with the projections of Earth's needs. The Law does not flow from any legislation, but from nature within the cosmos.