Character and Honor

CH 3-1
Duke Lacrosse Rape Scandal

• Key characters
  • Crystal Mangum – Accuser
  • Mark Gottlieb – Police Investigator
  • Mike Nifong – Prosecuting Attorney
  • Brian Meehan – Director of DNA Security, Inc
  • Brad Bannon – Defense Attorney
  • Reade Seligman, David Evans, Collin Finnerty – Accused

• Duke lacrosse team had a party with two strippers in March 2006
• One of the strippers (Mangum) accused the players of rape
• In spite of a lack of physical evidence and conflicting statements from the accused, the prosecuting attorney (Nifong) pressed forward with the case, seemingly for largely political reasons
Duke Lacrosse Rape Scandal

- Many Duke faculty and staff, as well as much of the media, assumed the players were guilty.
- Defense Attorney Brad Bannon discovered exculpatory DNA evidence that Nifong and Meehan had failed to report.
- In April 2007, North Carolina Attorney General Roy Cooper dropped all charges.
- Nifong was disbarred, removed from office, and found guilty of criminal contempt.
- [https://www.youtube.com/watch?v=3gh8oGF4iXQ](https://www.youtube.com/watch?v=3gh8oGF4iXQ) (7:46 minutes)
Points of Intersection

• Definitions
  • **Honor:** Honor preserves the **moral** authority and **trustworthiness** leaders must earn to effectively influence others. People of honor **lead with integrity** and conduct themselves with the knowledge of being part of something larger than they are. A person of honor does the right thing the right way—even when no one is watching or when a personal cost is incurred. This **value** begins with personal adherence to the letter and the spirit of the Honor Code that “a cadet does not lie, cheat, or steal, nor tolerate those who do.” In its more advanced stages, honor includes forging a unity of values that guides the action of all members in the organization. (LDP pg 4)
Points of Intersection

• Definitions
  • Character: The concepts undergirding this pillar represent a consistent thread that runs through all aspects of The Citadel Experience. This functional area instills the high moral standards represented by the college’s core values and the key behaviors manifested by principled leaders who act accordingly. Such leaders demonstrate integrity, truthfulness, and transparency in word and deed, building trust in those around them. Such leaders hold themselves and others accountable for these moral and ethical standards. Such leaders consistently uphold these standards into every aspect of problem solving and decision-making, avoiding merely temporary, pragmatic, or convenient solutions (LDP pg 8)
Moral Authority/Moral Standards

• What are morals and what do they have to do with honor and character?
• How are moral “standards” determined and how are they enforced?
• How is “moral authority” different from “legal authority”?
• What does it mean “to be on the moral high ground”?
• What are the implications of “moral authority” for a leader’s “personal power” and a leader’s “positional power”? 
Moral Authority/Moral Standards

• Mark Gottlieb, Police Investigator broke Durham PD protocols for photo line ups
  • The only people in the photo line ups were Duke Lacrosse players
    • Protocol calls for having people definitely not involved in the case to be placed in the photo line up
  • Changed the notes he had initially obtained from Mangum after she identified three people from photo line up in order to make descriptions match those who were accused.
    • Final report was based off of altered interview sheets with Mangum
• Why is safeguarding moral authority so critical to a law enforcement professional?
• How do rules and regulations (such as the protocol for lineups) contribute to safeguarding moral authority?
Trustworthiness/Trust

- What is trust and what does it have to do with honor and character?
- In economics, “transaction costs” are the expenses incurred when buying or selling a good or service. When transaction costs are reduced, the economy becomes more efficient. Applying the concept of transaction costs to human relations, how does trust make leadership and followership more efficient?
  - How does the Honor Code build trust and reduce “transaction costs” at The Citadel?
  - How do clearly understood expectations build trust and reduce “transaction costs”?
  - How do transparent and consistent rules and regulations build trust and reduce “transaction costs”?
  - How do existing relationships and past positive performance build trust and reduce “transaction costs”? 
Trustworthiness/Trust

• Crystal Mangum – Accuser
  • How do her false accusations negatively impact future legitimate rape victims?

• Brian Meehan – Director of DNA Security, Inc (hired by Nifong to analyze the DNA)
  • How does his cooperation with Nifong to not report exculpatory information that exonerated the accused negatively impact the trust that stakeholders accord him as an “expert”?

• Duke faculty and staff (Group of 88)
  • How does their self-serving rush to condemn the accused violate the trust between student and administration?

• Duke lacrosse team
  • While innocent of the actual charges, how does their ill-advised party violate the trust their school, coaches, and parents placed in them?
Integrity

• What is integrity and what does it have to do with honor and character?

• What does it mean to not just have integrity, but to “lead with integrity”?

• The word integrity has the same root as “integer” which you’ll recall from math class is a “whole” number? How is a man or woman of integrity a “whole” person?

• How is inconsistency detrimental to trust?
Integrity

• Mike Nifong – Prosecuting Attorney
  • How did Nifong violate integrity when it came to dealing with the evidence?
  • How did he violate integrity by using the case for political purposes, to include enhancing his reelection campaign?
  • As district attorney, he had much positional power. How did his lack of authority abuse it?

• We all organize facts to our advantage when we are trying to convince someone of something and we are all motivated by a mix of altruism and self-interest. What checks and balances can we apply to ourselves so we don’t become Nifongs?
Conclusion

• One key player in the situation—and the only Duke official who ended up losing his job—was Coach Mike Pressler.

• He now coaches at Bryant University and was interviewed by 60 Minutes which you can watch at http://www.bryantbulldogs.com/sports/mlax/video/BryantUniversity_60Minutes_CBS_National_04-12-15_7PM_13_15

• During your next LTP, you will individually provide written responses to his experience throughout and after the ordeal based on an article at https://www.menshealth.com/trending-news/a19520401/lessons-in-leadership-mike-pressler/