

# REPORT DOCUMENTATION PAGE

Form Approved  
OMB No. 0704-0188

Public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing this collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Department of Defense, Washington Headquarters Services, Directorate for Information Operations and Reports (0704-0188), 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to any penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number. **PLEASE DO NOT RETURN YOUR FORM TO THE ABOVE ADDRESS.**

<b>1. REPORT DATE (DD-MM-YYYY)</b>		<b>2. REPORT TYPE</b>	<b>3. DATES COVERED (From - To)</b>		
<b>4. TITLE AND SUBTITLE</b>			<b>5a. CONTRACT NUMBER</b>		
			<b>5b. GRANT NUMBER</b>		
			<b>5c. PROGRAM ELEMENT NUMBER</b>		
<b>6. AUTHOR(S)</b>			<b>5d. PROJECT NUMBER</b>		
			<b>5e. TASK NUMBER</b>		
			<b>5f. WORK UNIT NUMBER</b>		
<b>7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES)</b>			<b>8. PERFORMING ORGANIZATION REPORT NUMBER</b>		
<b>9. SPONSORING / MONITORING AGENCY NAME(S) AND ADDRESS(ES)</b>			<b>10. SPONSOR/MONITOR'S ACRONYM(S)</b>		
			<b>11. SPONSOR/MONITOR'S REPORT NUMBER(S)</b>		
<b>12. DISTRIBUTION / AVAILABILITY STATEMENT</b>					
<b>13. SUPPLEMENTARY NOTES</b>					
<b>14. ABSTRACT</b>					
<b>15. SUBJECT TERMS</b>					
<b>16. SECURITY CLASSIFICATION OF:</b>			<b>17. LIMITATION OF ABSTRACT</b>	<b>18. NUMBER OF PAGES</b>	<b>19a. NAME OF RESPONSIBLE PERSON</b>
<b>a. REPORT</b>	<b>b. ABSTRACT</b>	<b>c. THIS PAGE</b>			<b>19b. TELEPHONE NUMBER (include area code)</b>

United States Marine Corps  
Command and Staff College  
Marine Corps University  
2076 South Street  
Marine Corps Combat Development Command  
Quantico, Virginia 22134-5068

MASTER OF MILITARY STUDIES

---

---

**TITLE:**

**THE NAVY AND MARINE CORPS' STRATEGIC IMPERATIVE TO  
ADDRESS PORNOGRAPHY AND PROMISCUITY**

SUBMITTED IN PARTIAL FULFILLMENT  
OF THE REQUIREMENTS FOR THE DEGREE OF  
MASTER OF MILITARY STUDIES

**AUTHOR:**

**LIEUTENANT COMMANDER  
VALERIE A. VAN ZUMMEREN**

AY 2018-19

---

---

Mentor and Oral Defense Committee Member: Dr PAOLO TRIFODI

Approved: [Signature]

Date: Apr 24 2019

Oral Defense Committee Member: Lauren Mackenzie

Approved: [Signature]

Date: Apr 27 2019

## Executive Summary

The Navy and Marine Corps' Strategic Imperative to Address Pornography and Promiscuity

**Author:** Lieutenant Commander Valerie A. Van Zummeren, United States Navy Reserves

**Thesis:** A critical message that has not been conveyed, but that needs to be, is that sexual promiscuity and pornography consumption within the Navy and Marine Corps ranks might be detrimental to healthy command climates and unit cohesion; therefore, a key element for improving readiness, resiliency, and overall effectiveness of the Navy-Marine Corps team is for the organization and its leaders to take a transformational approach to messaging ethical sexual behavior through appropriate policies, practices, and personal behavior.

**Discussion:** For decades, the Navy-Marine Corps team has focused significant effort on decreasing incidents of sexual assault and harassment, but these efforts have not produced the desired results. A critical message that has not been conveyed, but that needs to be, is that sexual promiscuity and pornography consumption within the Navy and Marine Corps ranks may lead to sexual assault and harassment and might be detrimental to healthy command climates and unit cohesion because of their tendency to cause objectification and other negative physiological and psychological effects on the individual. Healthy command climates and strong unit cohesion are necessary for attaining optimal readiness, resiliency, and overall effectiveness; these are most effectively achieved through leaders that foster climates and cultures of trust, respect, integrity, and accountability. Some Sailors and Marines are inured to promiscuous behavior and pornography when they enter the military, and thus the onus is on the Navy and Marine Corps to instill in recruits from the very beginning the notion that promiscuity and pornography consumption are dissolute and unethical behaviors that degrade the integrity of their interpersonal relationships and weaken unit cohesion. This message must be constant and consistent, and because it may be difficult for some to accept, it needs to start at the very top with policies and practices that reflect the ethics of temperance and integrity in the realm of sexual behavior. Backed by the Department of the Navy, Navy and Marine Corps leaders should send effective messages through appropriate unit policies and practices, and most importantly through modeling proper personal behavior on and off duty. Events like Tailhook 1991 and Marines United occurred because of the existence of a culture that was tolerant of some unethical sexual behavior. Cultural change is required to improve and inculcate familial bonds among Sailors and Marines wherein every individual is treated with dignity and respect. Achieving this cultural change invokes the strategic imperative to address pornography consumption and promiscuity as potentially harmful habits that can have detrimental effects on unit cohesion and command climate and culture. This is a difficult and challenging task, but it is a worthy and achievable goal. Individuals, commands, and the Navy-Marine Corps team will all benefit from a sincere attempt to messaging ethical sexual behavior through appropriate policies, practices, and personal behavior.

**Conclusion:** The Navy and Marine Corps must take a stand to send effective and appropriate messages via policies, practices, and personal behavior that highlight the harmful personal and communal consequences of unethical sexual behavior. By raising its standards to expect proper decorum on-duty and reasonable self-restraint off-duty, the Navy and Marine Corps can improve command cultures and climates and ultimately increase readiness, resiliency, and overall effectiveness.

## DISCLAIMER

THE OPINIONS AND CONCLUSIONS EXPRESSED HEREIN ARE THOSE OF THE INDIVIDUAL STUDENT AUTHOR AND DO NOT NECESSARILY REPRESENT THE VIEWS OF EITHER THE MARINE CORPS COMMAND AND STAFF COLLEGE OR ANY OTHER GOVERNMENTAL AGENCY. REFERENCES TO THIS STUDY SHOULD INCLUDE THE FOREGOING STATEMENT.

QUOTATION FROM, ABSTRACTION FROM, OR REPRODUCTION OF ALL OR ANY PART OF THIS DOCUMENT IS PERMITTED PROVIDED PROPER ACKNOWLEDGEMENT IS MADE.

**List of Illustrations**

Figure 1. Example of a Tailhook 91 Party Invitation .....20

**List of Tables**

Table 1. Summary of Future Recommendations .....32

*Table of Contents*

**DISCLAIMER..... ii**

**LIST OF ILLUSTRATIONS..... iii**

**LIST OF TABLES..... iii**

**TABLE OF CONTENTS..... iv**

**PREFACE ..... vi**

**INTRODUCTION..... 1**

    Problem Statement..... 1

    Roadmap and Research Focus ..... 2

**WHY THE MILITARY SHOULD HIGHLIGHT PORNOGRAPHY CONSUMPTION AND PROMISCUITY AS UNETHICAL  
SEXUAL BEHAVIOR..... 9**

    Potential Effects of Pornography on Command Climate ..... 9

    Potential Effects of Promiscuity on Command Climate ..... 14

**TWO CASE STUDIES..... 18**

    Tailhook 1991..... 19

    Marines United ..... 24

**CASE STUDY EXAMINATION AND FUTURE RECOMMENDATIONS ..... 27**

**CONCLUSION ..... 33**

**APPENDIX A ..... 35**

    Honor, Courage, and Commitment, as described by the United States Navy..... 35

**APPENDIX B ..... 36**

    Physiological and Psychological Effects of Pornography ..... 36

<b>APPENDIX C .....</b>	<b>39</b>
Physiological and Psychological Effects of Promiscuity .....	39
<b>APPENDIX D.....</b>	<b>41</b>
Letter from Tailhook Association President to Secretary of the Navy, 11 October 1991 .....	41
Letter from Secretary of the Navy to Tailhook Association President, 29 October 1991 .....	43
<b>APPENDIX E .....</b>	<b>44</b>
Schein’s Primary Embedding Mechanisms .....	44
Schein’s Secondary Articulation and Reinforcement Mechanisms .....	44
<b>BIBLIOGRAPHY.....</b>	<b>51</b>

## *Preface*

When I joined the Navy more than seventeen years ago, I was drawn to the core values of Honor, Courage, and Commitment, and to the opportunity to serve others through service to my country. While my experience in the Navy has been mostly positive, there has also been a gnawing disappointment regarding the level of tolerance within the Navy for dissolute sexual behaviors. I remember the day when everyone was forced to remove all “inappropriate” material from their desktops and office spaces. I listened to people complain about it, but internally, I breathed a sigh of relief that I would no longer have to see a half-naked woman as the background of my coworker’s computer. I was not vocal about my relief because I did not want to be perceived as a whiny or offended female. I wanted to be accepted for my competence and character, and to be treated as a sister; I eventually gained that acceptance.

As my confidence grew through time in the Navy, I still laughed off or ignored sexual jokes and innuendo—and regrettably I still do at times—but I also took stands against pornographic magazines in the workspaces. When my peers would talk about their porn lockers or their stripper escapades, I would challenge them, and they stopped talking about them in front of me. When some peers joked that “what happens on Detachment stays on Detachment,” I would simply disagree. Yet I have seen the negative effects on command climate when Sailors cheat on spouses with one another or with others outside the command, and when inappropriate discussions ensue in the workplace. Personally, I have often felt caught between the discomfort of a particular conversation and the fear of being rejected as an uptight, whiny female; but my personal discomfort pales in comparison to the drama and the distrust that ripples through the organizations where dissolute behaviors are condoned.

It is not a stretch to imagine a Marine or Sailor viewing pornography in the barracks or on the ship, going to a strip club to consume alcohol and continue sexual arousal, and then returning late in the evening to seek out a fellow service member with whom to engage in sexual relations. While such decisions on one's personal time may appear to be harmless, the effect of individuals being desensitized to unethical or harmful sexual behaviors serves to compromise the cohesiveness of the team. I chose to write this paper because I truly believe that the Navy-Marine Corps team has the potential to prevent and reduce these types of behaviors, and I also believe that it has the obligation to strive to do so. My research barely scratches the surface, but I am optimistic that it is a start in the right direction. My goal is for the Navy and Marine Corps leadership to honestly consider broaching the subject of sexual promiscuity and pornography consumption with regards to their effects on individuals, units, and the entire Navy-Marine Corps team.

I want to acknowledge my mentor, Dr. Paulo Tripodi, for his guidance and patience throughout my research and writing, as well as Dr. Lauren Mackenzie, Dr. Christopher Stowe, Dr. Bradford Wineman, Dr. Linda DiDesidero, and LCDR Cristiano DeSousa for their guidance during this process. I am thankful to the many family, friends, and Marine Corps University faculty and staff who encouraged and assisted me. Most of all, I want to acknowledge my husband, Troy, for his unswerving support and for encouraging for me to address this topic; I also want to acknowledge his parents and my parents, who gave our children their time and attention when we could not, and who graciously served as sounding boards, draft reviewers, and loyal supporters during this endeavor.

## Introduction

*We must attack any behavior that has a corrosive effect on good order and discipline of our Corps. – General Robert Neller<sup>1</sup>*

*Messaging is not a one-off attempt to create a desired effect, but a long term, cumulative effort to change perceptions. Coordination and synchronization of messaging is meaningless without ensuring alignment of actions with words and images. – Senior Flag Officer<sup>2</sup>*

## Problem Statement

Despite decades of military-wide focus on the issues of sexual assault and harassment, occurrences of sexual assault and unwanted sexual contact at the United States military academies—Army, Navy, and Air Force—increased during the 2017-18 academic year, according to anonymous surveys of cadets and midshipmen conducted by the Pentagon.<sup>3</sup> During the past academic year, 748 students reported unwanted sexual contact in the surveys, but only 92 students lodged formal complaints; this 12 percent rate of reporting has remained unchanged from the previous reporting period.<sup>4</sup> Additionally, 50 percent of female students and 16 percent of male students reported being sexually harassed in the 2017-18 school year, and yet the three academies combined received only seven informal complaints and zero formal complaints of sexual harassment.<sup>5</sup> Nathan Galbreath, Deputy Director of the Pentagon’s Sexual Assault Prevention and Response Office stated, “We’re disheartened and disappointed that the things and the strategies that we’ve employed just really aren’t getting the results that we want.”<sup>6</sup>

Aiming to quell disappointment regarding the lack of progress, Galbreath clarified that the effects of some programs are not completely reflected in the new survey data, referring to former Defense Secretary James Mattis’ previous mandate to service chiefs and academy leadership to “focus on programs that emphasized responsible alcohol consumption, better prevention efforts, a culture of respect and improved reporting of assaults.”<sup>7</sup> Don Christensen,

president of an advocacy group for military sexual assault victims called Protect Our Defenders, elucidates the cause for increased concern, stating, "The academies are grooming the next generation of military leaders. They are supposed to be held to a higher standard. What message does this send to the troops they will be leading?"<sup>8</sup> Indeed, messaging is a key component of both the problem and the solution to sexual assault and harassment in the Navy and Marine Corps, and to readiness and resilience in general. A critical message that has not been conveyed, but that needs to be, is that sexual promiscuity and pornography consumption within the Navy and Marine Corps ranks might be detrimental to healthy command climates and unit cohesion; therefore, a key element for improving readiness, resiliency, and overall effectiveness of the Navy-Marine Corps team is for the organization and its leaders to take a transformational approach to messaging ethical sexual behavior through appropriate policies, practices, and personal behavior.

### *Roadmap and Research Focus*

What this paper will argue is that to attain optimal readiness and resiliency within the Navy and Marine Corps, leaders at every level must aim to achieve strong unit cohesion by fostering command climates and cultures of trust, respect, integrity, and accountability—this includes ethical sexual behavior. I will first discuss the potential effects of pornography and promiscuity on command climate by showing how they can negatively impact interpersonal relationships. I will then introduce two case studies—Tailhook 1991 and Marines United—wherein the Navy and Marine Corps experienced significant turmoil due to the large number of perpetrators and victims in each case, and due to the egregious sexual nature of the violations. I will examine these case studies through the lens of a Navy and Marine Corps culture that condones pornography and promiscuity, and then I will offer a few other examples where the

existence of such a culture led to harmful outcomes for individual commands and the Navy and Marine Corps in general. In this way, I will show why addressing the potentially harmful habits of pornography and promiscuity is a strategic imperative for increasing the readiness and resiliency—and overall effectiveness—of the Navy-Marine Corps team. Finally, I will propose a variety of ways that the Navy-Marine Corps organization and its leaders can effectively curb promiscuity and pornography within its ranks through proper messaging regarding ethical sexual behavior.

A crucial factor for optimizing readiness and resilience is ensuring a positive organizational culture and climate. Benjamin Schneider et al. define organizational culture and climate in the following manner: “Organizational climate emerges in organizations through a social information process that concerns the meaning employees attach to the policies, practices, and procedures they experience and the behaviors they observe being rewarded, supported, and expected.” They continue, “organizational culture concerns the implicit values, beliefs, and assumptions that employees infer guide behavior, and they base these inferences on the stories, myths, and socialization experiences they have and the behaviors they observe (especially on the part of leaders) that prove to be useful and promote success.”<sup>9</sup> In explaining the relationship between organizational climate and culture, Schneider et al. assert, “Climate offers an approach to the tangibles on which managers can focus to generate the behaviors they require for effectiveness, and culture offers the intangibles that likely accrue to produce the deeper psychology of people in a setting.”<sup>10</sup>

Schneider et al.’s research shows that command climates are stronger when individuals within a unit interact and communicate more, when the unit members are more interdependent, and when the leaders clearly and frequently communicate a strategic vision for the unit.<sup>11</sup> An

organizational culture that views any group of people as less capable, less dignified, or as a problem to be handled can yield an organizational climate where teamwork and cohesion are lacking. Commands whose leaders either implicitly condone or explicitly encourage “hooking up,” going to strip clubs, or viewing pornography contribute to a command climate where men and women may view one another as objects rather than as trustworthy and competent coworkers; consequently, teamwork can suffer. Consistently ethical leadership throughout all levels of command is essential for building a culture and climate where Sailors and Marines exhibit genuine teamwork based on a foundation of mutual trust and respect.

Complete gender integration within the Navy and Marine Corps presents increased challenges, as well as opportunities, to achieving strong unit cohesion. The 1991 Tailhook scandal and the 2017 Marines United scandal illustrate such challenges by revealing Navy and Marine Corps culture that is permissive of at least some unethical sexual behavior.<sup>12</sup> According to the Department of Defense (DoD) Inspector General’s (IG) final Tailhook 91 report, “leadership seemed to ignore the deteriorating standards of behavior and failed to deal with the increasing disorderly, improper and promiscuous behavior.”<sup>13</sup> In both of these scandals, female service members were objectified and dehumanized, and in both of these scandals there were some women who gave at least some level of consent to their own objectification. While all branches of the military tolerate a culture that does not take a hard stand against promiscuity and pornography, the persistence of such a culture is particularly harmful in a mixed gender environment where men and women need to trust and depend on one another.

Marines and Sailors may claim that a person’s private life has no bearing on their professional life, but research and rational deduction suggest that habits of promiscuity and pornography consumption have the potential to degrade the wholeness or integrity of the

individual and the organization to which the individual belongs. The famous German philosopher, Immanuel Kant, argued in the 1770's, "there is no way in which a human being can be made an object of indulgence for another except through sexual impulse."<sup>14</sup> Relegating others to objects of personal self-indulgence affects our moral character, and as importantly, it affects our personal and professional relationships. Because of the prevalence of sexual promiscuity and pornography and the potentially detrimental impact that they can have on human relationships and command climates, the Navy and Marine Corps should strive to raise its Sailors and Marines to higher standards.

Sailors and Marines have a solemn obligation to serve the American people in defending the United States Constitution against all enemies; they are therefore often held to unique and stricter moral and ethical standards. Not only do the demands of combat require men and women who are ethical at all times, but so too do the demands of the American people who trust in the persistent professionalism of their Sailors and Marines.<sup>15</sup> To properly defend the Constitution, the Navy and Marine Corps has upheld the core values of Honor, Courage, and Commitment (see Appendix A for detailed definitions), which all officers and enlisted are expected to embody at all times—on and off duty, in and out of uniform.<sup>16</sup> It is incumbent upon the Navy and Marine Corps organization and its leaders to consistently and effectively model these core values, and to convey appropriate and specific messages about what honor, courage, and commitment entail.

While Navy and Marine Corps sexual assault and harassment training leverages the core values in attempting to end these two crimes, it fails to expose the deleterious effects of sexual promiscuity and pornography consumption in the context of gender integrated military organizations, and their potential contributory effect toward these crimes. According to Philip

Zimbardo, “Finding a needle in a haystack would be easier than finding an adolescent male who hasn’t seen online porn.”<sup>17</sup> Thus, some young Sailors and Marines are inured to pornography consumption and sexually promiscuous behavior. When carried into a mixed gender military setting, these behaviors can feed a culture and foster a climate where sexual innuendo or sexually suggestive language and behavior is tolerated.

This sort of sexualized culture was discovered to be a key contributor to the Canadian Armed Forces’ (CAF) incidences of sexual harassment and assault.<sup>18</sup> A 2015 External Review Authority (ERA) found that sexual assault and harassment harm not only the victims, “but also the integrity, professionalism and efficiency of the CAF as a whole.”<sup>19</sup> One of the ERA’s central findings was an underlying sexualized culture that is hostile to women and homosexuals, and that is “characterized by the frequent use of swear words and highly degrading expressions that reference women’s bodies, sexual jokes, innuendos, discriminatory comments with respect to the abilities of women, and unwanted sexual touching.”<sup>20</sup> The ERA also found that both male and female non-commissioned officers were largely desensitized to the sexualized culture, while officers excused sexually inappropriate behavior on the basis of the CAF being a reflection of society.<sup>21</sup> During interviews, the ERA noted that many CAF members were not certain about what constitutes sexual harassment and misconduct, fraternization, and adverse personal relationship; due to this confusion, the ERA urged CAF’s leaders to provide clearer guidance, to include putting a stop to sexual jokes and comments that produce a negative sexualized environment.<sup>22</sup>

Another study offered strategies for reducing sexual harassment by providing insights from the U.S. military, making the claim that “a clear and consistent antiharassment message from organizational leaders is essential.”<sup>23</sup> NiCole Buchanan et al. suggest that in addition to

clear written policies and routine effective training, a positive organizational climate plays a critical role in stemming sexual harassment.<sup>24</sup> Women in the U.S. military suffer higher rates of sexual harassment than their civilian counterparts, and so efficacious strategies for reducing sexual harassment are essential for the good of the individuals and the organization since victims report “decreased performance and organizational commitment, as well as increased withdrawal, turnover, and team conflict.”<sup>25</sup> Additionally, recent studies have shown that American service women who experience sexual trauma while in the military have an increased risk of suicide compared with women who do not experience sexual trauma.<sup>26</sup> Proper messaging regarding ethical sexual behavior is important because history is replete with examples of how unethical sexual behavior harms organizations and their individual members; Tailhook 91 and the Marines United scandal are but two glaring examples.

Leaders in the Navy and Marine Corps have a Title 10 obligation to “guard against and suppress all dissolute and immoral practices, and to correct, according to the laws and regulations of the Navy, all persons who are guilty of them.”<sup>27</sup> “Dissolute” is defined as “lacking restraint, especially: marked by indulgence in things (such as drink or promiscuous sex) deemed vices.”<sup>28</sup> To guard against these ‘dissolute’ practices, leaders must establish a command climate that encourages and promotes ethical behavior on and off duty, including ethical sexual behavior. One study of the American Armed Forces found that in units where commanders modeled respectful behavior and embraced policies to prevent sexual harassment, fewer women experienced sexual harassment.<sup>29</sup> Simply training about the criminality of sexual assault and harassment without establishing a positive culture of respect and addressing the negative consequences of pornography consumption and promiscuity falls short of conveying a comprehensive message regarding integrity. In its final Tailhook 91 report conclusions, the DoD

IG states that restoring the Navy's integrity "depends on the integrity of each of its members . . . [and] senior officers must lead the way in that endeavor."<sup>30</sup> Before exploring the Tailhook 91 and Marines United case studies and offering recommendations to leadership, it is first necessary to review the potential effects of pornography consumption and promiscuity on unit cohesion.

## *Why the Military Should Highlight Pornography Consumption and Promiscuity as Unethical*

### *Sexual Behavior*

Because pornography consumption and promiscuity have the potential to negatively impact interpersonal relations, it is crucial that leaders understand how these individual impacts can cause ripple effects that erode unit cohesion and weaken command climates. This section will address how pornography and promiscuity can cause such negative ripple effects at the unit level. For more specific information on pornography and promiscuity's effects on individuals, see Appendices B and C, respectively.

### *Potential Effects of Pornography on Command Climate*

Derived from the Greek word “pornographos,” which is translated “writing about prostitutes,” the definition of pornography and its effects are subjects of ongoing debate.<sup>31</sup> For the purposes of this research, pornography is defined as any material or live performance of a sexual nature that is intended to arouse sexual desire; this includes pictures, books, magazines, videos, and stripper performances.<sup>32</sup> Pornography falls into various classifications, which are also open to debate since individuals have varying levels of comfort or discomfort related to pornography. Soft-core pornography is also called “indecent” or “material harmful to minors” because it includes “mere nudity” and lacks “literary, artistic, political, or scientific value, according to contemporary community standards.”<sup>33</sup> Hard-core pornography is also called “adult obscenity” because it “depicts sexual contact, various sex acts, or deviant behavior.”<sup>34</sup> A growing body of evidence in the biological and social sciences suggests that pornography consumption, especially internet pornography addiction, can have a damaging effect on the brain

and on interpersonal relationships. When interpersonal relationships are damaged, command climate suffers.<sup>35</sup>

Research shows that mainstream pornography depicts physical aggression against women—consisting mostly of spanking, gagging, and slapping—in anywhere from 31 percent<sup>36</sup> to 88 percent<sup>37</sup> of its scenes. Physical aggression toward women is depicted in almost every type of pornography, even those types considered to be empowering for women, indicating that actions like spanking and gagging have become “part of a normalization of the sexual script of dominance and objectification of women.”<sup>38</sup> Through narrow focus on women’s individual body parts and various acts that suggest a woman’s body is “simply an object to display the result of male pleasure,” women are often objectified and dehumanized in mainstream pornography.<sup>39</sup> Pornography rarely depicts diseases being transmitted, pregnancy resulting, or a partner expressing displeasure or saying no, and consequently “the constant reward and lack of negative repercussions suggests pornography viewers may be acquiring unrealistic sexual scripts and may have high motivation to acquire these scripts through sexual pleasure.”<sup>40</sup> The consequence-free fantasy provided through pornography can become the expected reality, especially for young or immature viewers who are particularly susceptible to media influence shaping their attitudes, values, and beliefs regarding sexuality.<sup>41</sup> While there is much debate surrounding the perceived impact of pornography, social cognitive theory affirms that media is a powerful teacher, especially when other scripts are unavailable from family or educators.<sup>42</sup> Given this social reality, any pornography that depicts objectification and aggression can produce harmful effects in a mixed-gender military environment.

Acknowledging the negative impact of sexual aggression in the media, the British Board of Film Classification announced new censorship guidelines that took effect on 28 February

2019—any film depicting rape will be rated at least 15 and older, and films showing graphic rape or sexual violence will be rated 18 and older.<sup>43</sup> These restrictions reveal an increasing recognition about the power of modeling and observational learning, particularly within the media, as has been long addressed by Albert Bandura:

There are two basic models of learning. People can learn by direct experience and through the power of social modeling. The advanced capacity of observational learning from modeled activities and their effects enables people to short cut the tedious trial and error process.

Evolutionary advances in communications technology enable people to transcend the confines of their lived environment. Attitudes, values, and new ways of thinking and behaving are now being modeled and rapidly diffused worldwide. A major importance of symbolic modeling lies in its tremendous reach, speed, and power.

Social modeling serves diverse functions in promoting personal and social change. In addition to cultivating new competencies, modeling influences can alter motivation, emotional dispositions, and value systems. Moreover, people's images of social reality and the structure and ideological orientations of societies are heavily influenced by the symbolic modeling in the mass media.<sup>44</sup>

Albert Bandura's initial experiments regarding observational learning were conducted at Stanford University in the 1960's as the Bobo Doll experiments. During these experiments, nursery aged children were divided into control groups in which some were shown a video of an adult acting aggressively toward a rubber blow-up doll through yelling, hitting, and kicking. The children who observed the aggressive model made many more imitative aggressive responses to a room of toys that included a Bobo Doll than those who observed a non-aggressive model or who were shown nothing at all.<sup>45</sup> These findings supported Bandura's 1977 Social Learning Theory that posited children learn social behavior by watching the behavior of others, and they tend to repeat the behavior if it is positively reinforced.<sup>46</sup>

While these 50-year old studies remain valid in terms of how people tend to imitate the modeled behavior, numerous recent studies have focused on the effect of pornography specifically. In a series of five studies conducted by Nathaniel Lambert and colleagues—who

define pornography as “sexually-explicit material via the Internet, films, etc., that are used to stimulate sexual arousal and activity”<sup>47</sup>— pornography consumption is associated with reduced commitment to one’s romantic partner and to higher levels of infidelity, which included hooking up.<sup>48</sup> Hooking up is described as a casual sexual encounter without romantic commitment or expectation of future contact, and it is a common practice among young adults; conservative estimates are that 60 to 70 percent of college students participate in hookups.<sup>49</sup> Other studies have shown that frequent consumers of pornography need more and more intense material to maintain the same level of physiological arousal and are less likely to be interested in “soft-core” or “erotic” pornography.<sup>50</sup> In the context of a military unit, pornography consumption might increase the likelihood of infidelity and hooking up—especially if these are perceived as acceptable or expected behaviors—and contributes to an unethical command climate.

An early 2000’s study conducted on 35 male University of California, Berkeley, undergraduates revealed that when men are sexually aroused through exposure to pornography, their decision-making with regard to sex is adversely affected.<sup>51</sup> In this study, Dan Ariely and George Loewenstein showed how men are apt to make “heat of the moment” decisions that they would not make in “cold” or unaroused states:

Specifically, the increase in motivation to have sex produced by sexual arousal seems to decrease the relative importance of other considerations such as behaving ethically toward a potential sexual partner or protecting oneself against unwanted pregnancy or sexually transmitted disease. Like other drive-states (Loewenstein, 1996), and also somewhat analogous to the effects of alcohol (Ditto et al., 2005; Steele & Josephs, 1990), sexual arousal seems to narrow the focus of motivation, creating a kind of tunnel-vision where goals other than sexual fulfilment become eclipsed by the motivation to have sex (c.f., Blanton & Gerrard, 1997).<sup>52</sup>

In addition to their increased willingness to lie or slip a drug to a woman to gain her consent, the men in a “hot” or aroused state caused by exposure to pornography were also far more

adventurous in what they would be willing to try, to include spanking and sexual contact with an animal.<sup>53</sup>

Zimbardo notes that while not chemically addictive, “porn has the same effect on behavior as a drug addiction does: some people stop doing much else in favor of pursuing [porn].”<sup>54</sup> In a 20,000-person survey conducted by Zimbardo and Nikita Coulombe, many of the respondents said that pornography “distorted their idea of a healthy sexual relationship, and that “the script” of porn was always playing in the back of their minds when they were with a real partner.”<sup>55</sup> This is primarily attributed to the neurotransmitter, dopamine, that is continually released into the brain’s reward system when viewing pornography; habitual viewing of pornography can result in the dopamine stimulating neuroplastic changes in the brain that reinforce the experience and build brain maps for sexual pleasure.<sup>56</sup>

The social and physical effects of pornography are particularly concerning due to the high rate of consumption. In 2006, an independent web-tracking company clocked 58 million monthly American visitors to adult sites; the number nearly doubled in 2016 to 107 million.<sup>57</sup> Pornhub, one of the largest explicit-video-sharing adult sites, estimates that it receives 2.4 million visitors hourly and that in 2015 alone, viewers worldwide watched 4,392,486,580 hours of its content.<sup>58</sup> According to Peggy Orenstein, more than 40 percent of 10 to 17-year old children have been exposed to online pornography, often accidentally; by college, however, a survey titled "Generation XXX" reported that 90 percent of men and one-third of women had viewed porn during the preceding year.<sup>59</sup> These realities drove the state of Utah in 2016 to unanimously pass a nonbinding resolution to declare pornography “a public health crisis;” the resolution warns that “this biological addiction leads to increasing themes of risky sexual

behaviors, extreme degradation, violence, and child sexual abuse images and child pornography.”<sup>60</sup>

Based on statistics, one can logically deduce that a significant portion of Sailors and Marines view internet pornography, and at least some of them may be addicted to internet pornography. The ubiquitous and addictive quality of pornography makes it imperative that Navy and Marine Corps leadership address the potential harm that pornography consumption can cause on unit cohesion and command climate. The Marine Corps has engaged in anti-tobacco campaigns by encouraging Marines to “Ditch the Dip,” but there have been no similar campaigns to “Purge the Porn.” All Marines, whether or not they use tobacco, are required to complete Tobacco Cessation training every year.<sup>61</sup> Tobacco use is a widespread health concern in the Marine Corps—and likely used by many to combat fatigue—but the most pronounced health effects will often result after the Marine leaves active duty. Pornography consumption, however, impacts the individual immediately; as a result, its impact on the organization is more pronounced and enduring. Additionally, it is fair to presume that the number of Marines and Sailors viewing pornography exceeds the numbers of those who abuse tobacco. While both dip and porn have negative impacts on individual health, pornography may have a more immediate and significantly worse effect on command climate—it would be a worthy endeavor for the Navy and Marine Corps to raise awareness about the health effects of pornography consumption.

#### *Potential Effects of Promiscuity on Command Climate*

Another important element to consider in the context of Navy and Marine Corps units is the effect of promiscuous behavior on interpersonal relationships within individual units. Promiscuous is defined as “having or involving many sexual partners; not restricted to one sexual partner or few sexual partners.”<sup>62</sup> Like pornography, there remains much debate

surrounding the effects of promiscuity. Nevertheless, addressing promiscuity in the context of a mixed-gender military environment is a prudent step in helping to ensure unit cohesion and a healthy command climate.

Men and women generally have different ideas and attitudes toward sex. In one survey, most men claimed that they had sex for the first time because they were “ready” for sex or they were simply curious; most women claimed that they had sex for the first time out of affection for their partners.<sup>63</sup> Additionally, women are four times more likely than men to continue to participate in sexual behavior that they dislike, ostensibly to satisfy their partners or prevent them from breaking off the relationship.<sup>64</sup> Men and women who experience regrets after “hooking up” do so for different reasons; women generally feel shame or self-blame, sometimes because a romantic relationship did not ensue, while men simply regret that they chose a poor partner.<sup>65</sup> Studies show that by age 44, the average man has had about seven sexual partners while the average woman has had about four; “33 percent of men and 9 percent of women report having more than 10 sexual partners in their lifetime.”<sup>66</sup>

About 57 percent of graduating high school students have had sex, and almost half of college students self-report having oral sex at least once in the previous 30 days.<sup>67</sup> Because of the bonding that occurs during sexual intercourse, breakups can cause depression, confusion, and pain.<sup>68</sup> In a study of adolescent depression and sexual experience, 45 percent of depressed adolescents had engaged in sexual intercourse, and younger boys experiencing depression were five times more likely to have had sex than those who were not depressed. Additionally, the 2017 Youth Risk Behavioral Surveillance reported that sexually active high school students had more suicide attempts than students who were not sexually active.<sup>69</sup>

There is still much research to be done regarding the links of promiscuity with depression and anxiety, but the increased risk for sexually transmitted diseases and other negative results is self-evident.<sup>70</sup> In his book, *Cheap Sex: The Transformation of Men, Marriage, and Monogamy*, Mark Regnerus presents some common patterns among 18 to 60-year old men and women who self-report more than 20 lifetime partners, which is not as common as one may think: they are twice as likely to have been divorced, three times as likely to have committed infidelity in marriage, substantially less happy with life, twice as likely to have had an abortion, more likely to be taking medicine for depression or anxiety, three times as likely to have contracted a sexually transmitted infection, and more likely to have tragic sexual histories including being victims of sexual assault or molestation.<sup>71</sup> According to Dr. Deirdre Lee Fitzgerald, “Promiscuity is one example of a class of high-risk behaviors. It is comparable to, and may coincide with, behaviors such as heavy drinking, gambling, and other thrill-seeking behaviors.”<sup>72</sup>

Given the differences in sexual ideas and attitudes between men and women, and given the inevitability that many young Marines and Sailors will engage in sexual activity, it is essential that leaders address rather than ignore behaviors like promiscuity and how they can affect the organization as a whole. When promiscuity is deemed within the command as tolerated behavior, or when Sailors or Marines discuss their sexual escapades in the work environment, a “slippery slope” ensues wherein “indiscretions occur in small, gradual increases that are indiscernible in isolation but accumulate to represent a large deviation from [the organization’s] values.”<sup>73</sup> One study discovered that women interpret far more social-sexual behaviors as sexual harassment than do men, and hence some men may not even realize that they are engaging in harassing behavior.<sup>74</sup> In this way, an environment that has a permissive attitude

toward promiscuity and sexualized language can lead to a weak command climate where some members feel isolated or uncomfortable.

## *Two Case Studies*

The following two case studies illustrate the consequences of objectification and dehumanization, and of organizational cultures that condone dissolute practices off duty. Tailhook 91 predominantly involved the Navy and Marine Corps, but it included other branches of the military as well. Similarly, Marines United occurred almost 26 years later and included multiple branches of the military, but it predominantly involved the Marine Corps.

According to its official website, “The Tailhook Association is an independent, fraternal, nonprofit organization internationally recognized as the premier supporter of the aircraft carrier and other sea-based aviation.”<sup>75</sup> Tailhook 91 was a Tailhook Association party that was tacitly endorsed by naval aviation leadership during which 7 males and 83 females were assaulted, including 29 service members, 6 military spouses, and 55 civilians and government employees.<sup>76</sup> The behavior that ensued had become normalized within the aviation community due to years of acceptance. During interviews following the scandal, officers claimed that drunkenness, indecent exposure, and patronizing of prostitutes were common activities while on liberty, and that “what happens overseas, stays overseas.”<sup>77</sup> During earlier Tailhooks prior to the increase of women in the naval aviation community, many of the women who attended the infamous after-parties were prostitutes.<sup>78</sup>

Marines United was a members-only Facebook group for male Marines and Corpsmen, and the scandal involved about 500 members of the group posting and viewing nude or semi-nude photos of female service members. While a few Marines did take action in response to this disrespectful and illicit activity, many more simply ignored the activity, and a few engaged with virulent remarks. As in Tailhook 91, many of the individuals engaged in this scandal did not believe that they were doing anything wrong. Both scandals, despite involving very small

portions of each service, had major ripple effects impacting the entire Navy and Marine Corps. These case studies serve to show that if such attitudes and behaviors are seeding our services, then military discipline and readiness can hardly be expected at a level that will be resolute enough to withstand the hardships of military service, especially during a time of war.

### Tailhook 1991

The Tailhook Association's purposes are to "foster, encourage, develop, study, and support the aircraft carrier, sea-based aircraft, both fixed and rotary wing, and aircrews of the United States of America; and to educate and inform the public in the appropriate role of the aircraft carrier and carrier aviation in the nation's defense system."<sup>79</sup> One of its primary avenues for promoting education and camaraderie among sea-based aviators is the annual "Tailhook Reunion," a weekend symposium that has occurred each fall since 1956 in Las Vegas, Nevada.<sup>80</sup> The 1991 symposium showcased 172 exhibits to nearly 5,000 attendees—mostly officers and civilians from industry—including about 2,500 attendees at the flag panel.<sup>81</sup> Aside from its record attendance at the professional events, this Tailhook symposium and its three evenings of after-parties were no different than the previous years. However, Tailhook 91 stands out as one of the most publicized and shameful scandals involving Navy and Marine Corps officers.

At the 1991 Tailhook Reunion, 83 women and 7 men were assaulted during the evening partying that ensued in the third-floor hallway of the Hilton Hotel, the pool area, and various suites that squadrons had established as entertainment rooms.<sup>82</sup> The debauchery that occurred during the evenings of the symposium was well-known and tacitly accepted, to the extent that invitations glorifying the behavior were distributed at local colleges and throughout the hotel, ostensibly to attract young female party-goers. Figure 1 is a picture of one such invitation.<sup>83</sup>

The DoD IG final Tailhook 91 report noted that, "The shirts, as well as demeaning posters and

lapel pins, expressed the attitude held by some male attendees that women were at Tailhook to 'serve' the male attendees and that women were not welcome within naval aviation."<sup>84</sup> The Navy at this time was facing mounting pressure to integrate women more fully, particularly into the jet community, so the tensions of gender integration were deeply felt. Some men wore t-shirts that said, "I Survived the Third Floor" and "Women are Property;" slogans included "He-Man Women-Haters' Club" and "If You Got 'Em, Hang 'Em," a reference to the act of ballwalking in which a male would walk with his testicles hanging out of his pants.<sup>85</sup>

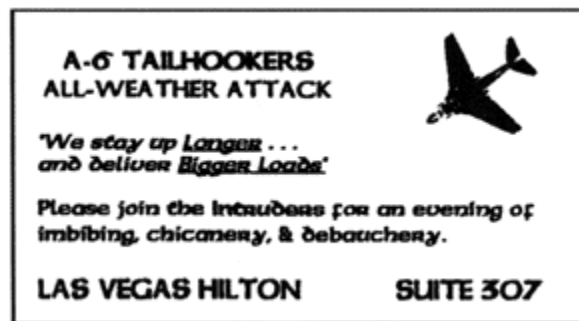


Figure 1. Example of a Tailhook 91 Party Invitation

The various suites, pool, and third-floor hallway were set up for engaging in different activities during each of the three nights of the symposium. The Carrier Airborne Early Warning Squadron 110 (VAW-110) suite featured a leg-shaving booth in which males shaved the legs, and sometimes the pubic area, of willing females who in some cases bared their breasts during the 30 to 45-minute evolution. While nobody was forced to participate, one female Navy officer and another woman reported being pressured into participating.<sup>86</sup> The Marine Tactical Reconnaissance Squadron 3 (VMFP-3) suite was dubbed the "Rhino Suite" because it contained a painting of a rhinoceros, to which squadron officers affixed a dildo used to dispense an alcoholic concoction called "Rhino Spunk."<sup>87</sup> Five women reported that they were physically restrained and verbally harassed when they refused to drink. In this suite, women bared their

breasts in exchange for squadron t-shirts, attendees engaged in public consensual sex, and people disrobed or showed their butts.<sup>88</sup> Fighter Squadron 124 (VF-124) made their suite the spot for “navel shots” in which males drank tequila from females’ belly buttons, many of whom wore short skirts without undergarments. Other “entertainment” in this suite consisted of “a disk jockey, pornographic movies, physical contact with strippers, and sadomasochistic and lesbian stripper performances.”<sup>89</sup>

The Chief of Naval Air Training (CNATRA) suite was one of the more popular suites, with more than 400 people visiting the room during that weekend. A female Navy ensign was assaulted by a drunk man who placed his hands on her breast, as were the two cocktail waitresses who were subjected to pinching, grabbing, and groping by various men throughout the weekend.<sup>90</sup> One waitress was bitten on the butt and the other had her shirt pulled open by a man who then proceeded to look at her breasts. The waitresses reported that the men’s behavior got progressively more vulgar each night, and that during Saturday’s stripper performance, the men went so “crazy” that they refused to serve beverages while the stripper performed.<sup>91</sup> At the pool, attendees engaged in “chicken fight,” wherein the females atop the males’ shoulders attempted to strip the tops off their competitors. The activity at the pool area was mostly consensual, and no female naval officers were involved. One woman suffered a concussion when fragments of a window landed on her head after a Tailhook participant broke the window by pressing his bare butt against it.<sup>92</sup>

While most activities in the suites and pool area were consensual, the events that occurred in the third-floor hallway crossed the line into assault as men formed a gauntlet for attractive women passing through. Around 10:30 each evening, about 200 men—mostly naval officers, and some Marine and Air Force officers—lined the hallway and socialized until their

designated “master of ceremonies” called “clear deck” to indicate that an attractive female was on her way, often as a result of his coaxing or because she was picked up and placed into the crowd.<sup>93</sup> The men would pound the walls and chant “gauntlet, gauntlet” as they took turns touching women who passed through. According to the DoD IG final Tailhook 91 report, the touching ranged from consensual pats on the breasts and buttocks to non-consensual grabbing and groping of breasts and genitals, clothes stripping, and other aggressive behavior; if the female was deemed unattractive or if a senior naval officer or security guard was present, “wave off” or “foul deck” was called, and the gauntlet would not form.<sup>94</sup>

Notably, “a significant number of witnesses reported that women went through the gauntlet and seemed to enjoy the attention and interaction with the aviators.”<sup>95</sup> Seven of the victims were male Navy and Marine Corps officers, five of whom were pinched in the butt by men or women. A woman grabbed one of the male victims in the crotch, and another woman pulled one of the male’s shorts down to his knees. Another male victim was approached by a woman who grabbed his genitals through his clothes while shouting “package check,” and then offered to perform a sex act in exchange for money.<sup>96</sup>

Following the symposium, the Tailhook Association President, U.S. Navy Captain Frederic G. Ludwig, Jr., wrote a letter to the Secretary of the Navy, H. Lawrence Garrett, III (see Appendix D for the full content of this letter and the Secretary of the Navy’s response). The beginning of the letter touts Tailhook 91 as the “Mother of all Hooks” for its overwhelming success in attracting nearly 5,000 participants to engage in excellent information exchange, and for its engaging flag panel.<sup>97</sup> Captain Ludwig described the negatives first by relaying that the Tailhook participants had caused \$23,000 of damage to the hotel, and then by revealing reports of five women who claimed to have been physically abused or sexually molested, including an

underage female.<sup>98</sup> Captain Ludwig then asked for ideas on how to eradicate unprofessional behavior during the next year's Tailhook event, stating, "The intent is not in any way to keep from having fun. Rather, we have to figure out a way to have a great time responsibly or we will jeopardize the very future of Tailhook altogether."<sup>99</sup>

After much attention from the Navy and the media, the final fallout from Tailhook 91 was 140 officers cited for harassment or conduct unbecoming, but no criminal prosecutions. Several high-ranking naval officers were either removed, reassigned, resigned, or forced to retire.<sup>100</sup> Some attendees felt that they were victims of a "witch hunt," complaining that careers were ended and lives ruined due to false allegations and political correctness.<sup>101</sup> As is clear from Captain Ludwig's letter, some attendees believed that their nighttime events were a way of having fun together, which is evidence of a culture that is permissive of such behavior.<sup>102</sup> In June of 1992, the acting Secretary of the Navy, Dan Howard, lectured senior Navy officers about the necessity of changing the Navy's culture:

I think it is important to underline the fact that what happened at Tailhook was not just a problem with the integration of men and women in our ranks...It was just as much a problem with the toleration of stone age attitudes about warriors returning from the sea, about Navy and Marine Corps people who think the rules of civility and common decency can be suspended at will, and most of all, about alcohol as an excuse for disgraceful behavior.<sup>103</sup>

Irrespective of the criminal allegations, one of the key takeaways is that officers of the Navy and Marine Corps did not uphold the standards of integrity and professional behavior that the nation expected of them. Every man and woman who condoned or willingly participated in the public sexual behavior at Tailhook 91 failed in their Title 10 duties of maintaining "exemplary conduct."<sup>104</sup> As military professionals, constant personal and professional decorum is essential to maintaining unit cohesion. Failure to embody and enforce the highest standards of

ethical behavior degrades morale, which leads to poor command climates, as well as poor readiness and resiliency.

### Marines United

In January 2017—the same month that the first females were assigned to a Marine Infantry unit—members of the Marines United Facebook group began posting hundreds of nude or semi-nude photographs of female service members and veterans via a Google Drive link.<sup>105</sup> The 30,000-member group was open only to active duty and former male Marines, Navy Corpsmen, and Royal British Marines, by invitation only.<sup>106</sup> At least 500 of the group’s members viewed or posted scandalous photographs that they either pulled from social media, took themselves without the woman’s knowledge, or received during the course of a prior intimate relationship and then posted non-consensually.<sup>107</sup> Thomas Brennan, a former Marine and member of Marines United, reported the activity to Headquarters Marine Corps on 30 January. In short order, the Marine Corps identified that another former Marine and current government subcontractor had loaded the Google Drive link to the photos; his Facebook account was deleted along with the Google Drive link. The postings continued, so Brennan presented officers at the Pentagon with the evidence, and then in March 2017 he teamed up with Reveal to expose the scandal publicly through his website, The War Horse.<sup>108</sup> The scandal sent shock waves through the Marine Corps and across the nation.

Aside from the photos being posted without the women’s consent, the pictures often included the full name, rank, and duty station of the female service member. The comments that accompanied many of the photos were obscene, including some comments that the women should be raped.<sup>109</sup> Some Marines interviewed after the scandal broke explained that the

postings were an evolution of “make her famous,” a retaliatory practice of disseminating nude photos of girlfriends or spouses who were suspected of cheating.<sup>110</sup>

One point that requires reflection is the fact that some of the pictures were taken by the females themselves as selfies or taken by another person consensually during a previous relationship, and then posted non-consensually after such a relationship had ended. This fact indicates a cultural acceptance of such behaviors as sexting, or taking or receiving sexually suggestive photos of one’s self or others. Data from 39 studies of more than 111,000 children ranging from 12 to 17 revealed that 14.8 percent had sent sexts, 27.4 percent received sexts, 12 percent forwarded sexts without consent, and 8.4 percent experienced their sexts being forwarded without consent.<sup>111</sup> For males and females alike, sharing nude or semi-nude pictures makes the individual vulnerable to cyber bullying and other exploitation, and in the Navy and Marine Corps setting, such exploitation degrades unit cohesion, as well as good order and discipline.

The Senate Armed Services Committee conducted a hearing regarding the Marines United Scandal on March 14, 2017, and Senator John McCain stated in his opening remarks, “This is not just a matter of good, personal conduct, but a matter of military effectiveness.”<sup>112</sup> General Robert Neller, Commandant of the Marine Corps, assured the committee that the Marine Corps can and will change.<sup>113</sup> He admitted there exists a fundamental problem of some Marines not accepting all Marines as Marines, and that the issues of objectification of women, misogyny, and bad behavior are tied to the way some groups of Marines look at women in the Marine Corps. He stated, “Marines are expected to conduct themselves at a higher level,” and that “this is all about our leaders going out there, setting the example, and expecting that behavior is going to be in a certain way.”<sup>114</sup>

When confronted by Senator Angus King about the fact that Marines United members did not think they were doing anything wrong, General Neller offered an apt analogy. He explained that discipline is the foundation rock of the Marine Corps, and that being a bystander to something one knows is wrong is tantamount to striking a hammer upon that rock. If enough people strike at that rock, eventually it will crack.<sup>115</sup> General Neller lamented that some Marines hide behind the relative anonymity of social media to behave differently than they do in a professional setting. Others do so openly. At the time of this writing, a Marine Corps Master Sergeant is under investigation for comments on his non-anonymous Facebook page implying that underage girls and their parents are partially culpable for statutory rape; he commented, “Keep blaming the Lions for eating people who jump in the cage, teach your kids to STAY AWAY!”<sup>116</sup> This is but one example of a leader openly normalizing sexual conquest and objectifying the subject.

The scandal of Marines United is not unique to the Marine Corps, as such behavior has been identified among all the services and in society at large. What makes these scandals infinitely worse in the military is that the victims—and other sympathetic men and women—perceive intense betrayal by those who are supposed to be their brothers in arms. The Marine Corps identified 119 potential culprits, including 97 Marines, and has administered punishment to 55 Marines.<sup>117</sup> Victims and others are left wondering which of their peers may be a traitor or harboring hatred for them. Psychiatrist Dr. Frank Ochberg explained that this behavior can threaten the victims’ mental health; “It impairs the ideal of a brotherhood and sisterhood, being able to count on somebody. Within the military, this is a violation of family. ... There are few organizations held to such esteem as the Marine Corps. They stand for honor, courage, and commitment. This destroys honor. ... This is sadistic. ... This is disloyalty.”<sup>118</sup>

### *Case Study Examination and Future Recommendations*

In both Tailhook 91 and Marines United, increasing integration of women into the services was a timely and critical topic of the day. In both cases, there were individuals who blamed the women involved for the consequences that befell them. In both cases, there were women who consented to some degree to their own objectification. In both cases, there were strong reactions by the media and Congress that forced the services to take a deep dive into their cultures. A review of Tailhook 91 and Marines United, as well as other incidents between and since these scandals, reveals cultures that were and are permissive of unethical sexual behavior.

Following are a few of the many other incidents that reveal Navy and Marine Corps culture implicitly allowing unethical sexual behavior. More than 60 admirals and numerous other Sailors were investigated for their associations in the Fat Leonard scandal, which involved widespread bribery and prostitution and defrauded the military of \$35 million between 2006 and 2013.<sup>119</sup> In 2017, three married Marine officers went drinking with local Columbian prostitutes in an off-limits neighborhood, were drugged, and then robbed of US government property.<sup>120</sup> A Marine Brigadier General was stripped of command in 2018 after a town hall meeting during which nearly 60 percent of attendees deemed his remarks, including some sexual jokes, to be offensive, inappropriate, or detrimental to his command's morale.<sup>121</sup> Given that many sexual scandals have occurred since Tailhook 91, it is debatable whether all the training that was instituted was effective in improving the Navy and Marine Corps culture; it remains debatable whether simply adding more training following Marines United will effectively improve the culture. Despite the fact that cultural change is necessary, increasing operational and training demands on Sailors and Marines usually render additional training unfeasible or ineffective; consequently, other more practical and impactful avenues must be explored.

In pursuit of positive cultural change, the Navy-Marine Corps team should consider a holistic approach by leveraging Edgar Schein’s model for analyzing and changing organizational culture. Schein proposes three levels of cultural analysis—determining the organization’s artifacts, values, and basic assumptions.<sup>122</sup> As the last and most difficult level of cultural analysis, basic assumptions tend to be so widely accepted that they are not confronted or debated because they “have become so taken for granted that you find little variation within a social unit.”<sup>123</sup> Reexamination of basic assumptions often requires significant re-framing. Once this is accomplished, Schein explains that competent leaders must embed and transmit cultural changes through “primary embedding mechanisms” and “secondary articulation and reinforcement mechanisms” (see Appendix E for the lists of these mechanisms).<sup>124</sup> To help transform the Navy and Marine Corps culture in regards to sexual attitudes and behaviors, the two most important primary embedding mechanisms are likely to be “what leaders pay attention to, measure, and control on a regular basis” and “deliberate role modeling, teaching, and coaching.”<sup>125</sup>

Improving the Navy and Marine Corps culture is a difficult but achievable step for improving readiness and resiliency through strong command climates. As of June 2017, 42 percent of Marines and 52 percent of Sailors are married; 66 percent of Marines are under the age of 25, and 14 percent of Marines are still teenagers.<sup>126</sup> These statistics and aforementioned studies reveal a broad spectrum and a large segment of the population that are expected to remain faithful to their spouses, as well as a large segment who are young enough that their brains’ prefrontal cortexes are still developing. In this context, and given the power of the sexual drive, it would be sensible for leaders to discuss and discourage pornography and promiscuity in an effort to protect the integrity of the individuals and the strength of the units.

Discussion and education regarding pornography and promiscuity could be wrapped into pre-existing ethics training, total Marine or Sailor fitness training, or sexual assault prevention and response training. Leaders can encourage their troops to dress for success and recreate in ways that elevate their minds, bodies, and souls. Leaders should break the silence regarding the potential negative consequences of off-duty sexual escapades and pornography consumption; simply being willing to have a frank and sincere conversation about these matters can send the message to Sailors and Marines that their leaders genuinely care about their well-being and personal development. Leaders should also try to encourage familial bonds among their troops—depending on rank and position, Sailors and Marines should strive to view one another as brothers and sisters, fathers and mothers, sons and daughters. When individuals can relate to others as in the ties of family, unit cohesion improves, as does readiness and resiliency. Many may be inclined to follow their sexual urges in an unhealthy way, but leaders at all levels modeling and promoting ethical personal behavior is a powerful deterrent that can help minimize dissolute behaviors.

Equally important as ethical leadership is the requirement for sound policies and practices that promote ethical behavior. Most leaders will not risk making a radical stand against pornography and promiscuity within the Navy and Marine Corps ranks unless the organization's policies and practices reflect that ethic. Conversely, because the human need for social acceptance is so strong, policies and procedures that are not backed by leadership will fail.<sup>127</sup> Marines and Sailors who may already be aware of the dangers of pornography and promiscuity are unlikely to go against a dominant culture that accepts and sometimes extols promiscuous sex, strip clubs, and pornography due to fear of being ostracized or rejected.

The Navy and Marine Corps recognize and actively campaign about the dangers of tobacco use, offering cessation classes and other tools to break the unhealthy habit; at least equally important are campaigns regarding the effects of pornography and promiscuity, as well as classes and tools to help modify behavior. Rules against pornography on government computers should be strictly enforced, and pornographic content should not be allowed in government facilities, including ships and barracks. If a Chief or a Gunny witnesses a Sailor in berthing or a Marine in the barracks viewing pornography, that leader should take action by directing the member to cease viewing. This may seem unrealistic or unreasonable, but condoning such viewing sends the message that it is inconsequential. Leaders who are willing to take a stand must have the support of the medical community, chaplains, and family support services so that if a service member needs help breaking an addiction, that assistance is readily available.

In addition to investing in support and resources, the Navy and Marine Corps should also invest in thoroughly exploring the effects of pornography and promiscuity in military settings. The biannual behavioral health surveys could include a series of questions to help analyze such potential effects, and also to ascertain male and female views on what they deem to be appropriate behavior in the workplace. The Navy and Marine Corps could modify current training so that it addresses the dangers of pornography and promiscuity. They should also explore the potential application of behavioral law and economics (BLE), such as former British Prime Minister David Cameron applied in 2013 when he changed default settings on Internet Service Providers to automatically block pornography so that users desiring to view pornographic content were required to “opt in.” Such applications of BLE alter architecture or

policies in specific ways in order to “nudge” individuals “toward making decisions they would like to make but are unlikely to choose because they act like fallible humans.”<sup>128</sup>

The Navy and Marine Corps should re-examine current policies and practices to determine if any of them send the wrong message regarding ethical sexual behaviors. Medical clinics do not have Acetaminophen or Ibuprofen readily available at their check-in counters, ostensibly because the medical community values the importance of assessing an individual’s wellbeing and noting any unhealthy trends. Would it not be reasonable to take the same approach toward sexual health by not making prophylactics readily available at medical check-in counters or quarterdecks? Bypassing the corpsman or a doctor in this way squanders an important opportunity for candid and honest discussion about an individual’s sexual health, a vital step that could reduce sexually transmitted diseases resulting from sexually irresponsible behavior, the likes of which could also negatively impact command climate.

Ship Commanding Officers could improve command climate by not showing movies that contain explicit sexual content, like “Fifty Shades of Gray.” While Sailors and Marines are bound to watch such movies on their personal devices, the organization and leadership can send a clear message regarding their sincere efforts to establish a healthy command climate by refusing to sanction them. Dissolute behavior like adultery and patronizing a prostitute should continue to be enforced whenever clear evidence is available. Policies and practices that are both reasonable and enforceable are necessary to help convey the importance of ethical sexual behavior, and just as importantly, ethical leaders must model appropriate behavior to establish healthy command climates based on trust and respect.

**Table 1. Summary of Future Recommendations**

Navy-Marine Corps Organizational-Level Actions	<ul style="list-style-type: none"> <li>• Re-examine current policies and practices to determine if they are sending improper and/or ineffective messages regarding ethical sexual behaviors</li> </ul>
	<ul style="list-style-type: none"> <li>• Update existing training—ethics, total Marine or Sailor fitness, and/or sexual assault prevention and response—to include education regarding the individual and command-level health effects of pornography and promiscuity</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop campaigns to discourage pornography and promiscuity</li> </ul>
	<ul style="list-style-type: none"> <li>• Provide resources via medical community, chaplains, and family support services provide to help modify behavior</li> </ul>
	<ul style="list-style-type: none"> <li>• Update biannual behavioral health surveys to include questions to help analyze potential effects of pornography and promiscuity and to ascertain male and female views on what they deem to be appropriate behavior in the workplace</li> </ul>
	<ul style="list-style-type: none"> <li>• Explore avenues where BLE could “nudge” individuals to make healthier choices regarding sexual behavior</li> </ul>
Leadership Actions	<ul style="list-style-type: none"> <li>• Enforce existing policies regarding pornography, adultery, and prostitution</li> </ul>
	<ul style="list-style-type: none"> <li>• Encourage Sailors and Marines to dress for success and recreate in ways that elevate their minds, bodies, and souls</li> </ul>
	<ul style="list-style-type: none"> <li>• Have frank and sincere discussions with Sailors and Marines about the potential negative consequences of off-duty sexual escapades and pornography consumption</li> </ul>
	<ul style="list-style-type: none"> <li>• Encourage familial bonds among Sailors and Marines</li> </ul>

## *Conclusion*

The Navy and Marine Corps may be disinclined to enter the morality or ethics debate regarding pornography and promiscuity. However, unless it enters the fray on these contentious issues, no meaningful cultural change will occur—most leaders will not risk taking on such a challenging and contentious endeavor without the clear and complete support of their organization. In the past three decades, the Navy and Marine Corps has expended countless resources to provide relevant and engaging training to prevent sexual assault, hazing, suicide, and other harmful behaviors. It is logical to conclude that at least one of the underlying contributors—and perhaps symptoms—to these behaviors is the pervasiveness of unethical sexual behavior and its resultant effects. Training and education have produced disappointing outcomes because the organizations have not faced the facts; as long as they continue creating the cognitive dissonance of espousing integrity, yet simultaneously tacitly acquiescing to unethical sexual behaviors, events like Tailhook 91 and Marines United will happen again. Preventing such scandals in a fully integrated military demands the sustainment of positive and ethical command climates where team members trust and respect one another.

In achieving the desired cultural change where men and women work alongside one another in familial bonds that foster mutual trust and respect, the Navy and Marine Corps needs to change how it trains and leads. Just as drug and alcohol abuse is unlikely to ever be completely eradicated in the services, neither can one expect pornography use or promiscuity to be completely eradicated. Nevertheless, it is not only worth engaging in the Herculean task to curtail pornography consumption and promiscuity in the Navy and Marine Corps, it is necessary. Taking on this task requires a critical review of current policies and practices, and a willingness to revise any policies and practices that endorse pornography consumption and promiscuity. As

importantly, the Navy and Marine Corps must maintain a Fleet and Corps of virtuous leaders at all levels who model and message appropriate behavior on and off duty, particularly in regards to sexual behavior and alcohol consumption.

During his Congressional testimony for Marines United, General Neller asserted that alcohol abuse is another problem the Marine Corps is going to have to address.<sup>129</sup> Indeed, the Navy and Marine Corps would do well to address off-duty alcohol abuse. Just as importantly, the Navy and Marine Corps must take a stand to send effective and appropriate messages via policies, practices, and personal behavior that highlight the harmful personal and communal consequences of unethical sexual behavior. By raising its standards to expect proper decorum on-duty and reasonable self-restraint off-duty, the Navy and Marine Corps can improve command cultures and climates and ultimately increase readiness, resiliency, and overall effectiveness.

## Appendix A

### Honor, Courage, and Commitment, as described by the United States Navy<sup>130</sup>

**Honor:** "I will bear true faith and allegiance ..." Accordingly, we will: Conduct ourselves in the highest ethical manner in all relationships with peers, superiors and subordinates; Be honest and truthful in our dealings with each other, and with those outside the Navy; Be willing to make honest recommendations and accept those of junior personnel; Encourage new ideas and deliver the bad news, even when it is unpopular; Abide by an uncompromising code of integrity, taking responsibility for our actions and keeping our word; Fulfill or exceed our legal and ethical responsibilities in our public and personal lives twenty-four hours a day. Illegal or improper behavior or even the appearance of such behavior will not be tolerated. We are accountable for our professional and personal behavior. We will be mindful of the privilege to serve our fellow Americans.

**Courage:** "I will support and defend ..." Accordingly, we will have: courage to meet the demands of our profession and the mission when it is hazardous, demanding, or otherwise difficult; Make decisions in the best interest of the navy and the nation, without regard to personal consequences; Meet these challenges while adhering to a higher standard of personal conduct and decency; Be loyal to our nation, ensuring the resources entrusted to us are used in an honest, careful, and efficient way. Courage is the value that gives us the moral and mental strength to do what is right, even in the face of personal or professional adversity.

**Commitment:** "I will obey the orders ..." Accordingly, we will: Demand respect up and down the chain of command; Care for the safety, professional, personal and spiritual well-being of our people; Show respect toward all people without regard to race, religion, or gender; Treat each individual with human dignity; Be committed to positive change and constant improvement; Exhibit the highest degree of moral character, technical excellence, quality and competence in what we have been trained to do. The day-to-day duty of every Navy man and woman is to work together as a team to improve the quality of our work, our people and ourselves.

## Appendix B

### Physiological and Psychological Effects of Pornography

The physiological and psychological effects of pornography consumption are largely explained by neuroscience. While drug addictions are universally known to alter chemicals in the brain, neuroscientists are increasingly recognizing that process addictions like gambling, eating, and pornography addictions, also alter the brain's chemicals.<sup>131</sup> As noted by neurosurgeon Donald Hilton, "All addictions create, in addition to chemical changes in the brain, anatomical and pathological changes which result in various manifestations of cerebral dysfunction collectively labeled hypofrontal syndromes. In these syndromes, the underlying defect, reduced to its simplest description, is damage to the "braking system" of the brain."<sup>132</sup> Key elements of hypofrontal syndromes include impulsivity, compulsivity, emotional lability, and impaired judgment.<sup>133</sup> Hilton conveys the importance of furthering the body of knowledge regarding physiology and physical effects of pornography addiction:

In 2006 world pornography revenue was 97 billion dollars, more than Microsoft, Google, Amazon, eBay, Yahoo, Apple, and Netflix combined.[14] This is no casual, inconsequential phenomenon, yet there is a tendency to trivialize the possible social and biologic effects of pornography. The sex industry has successfully characterized any objection to pornography as being from the religious/moral perspective; they then dismiss these objections as First Amendment infringements. If pornography addiction is viewed objectively, evidence indicates that it does indeed cause harm in humans with regard to pair-bonding.[2] The correlation (85%) between viewing child pornography and participating in actual sexual relations with children was demonstrated by Bourke and Hernandez. [4] The difficulty in objective peer reviewed discussion of this topic is again illustrated by the attempted suppression of this data on social grounds.[15] The recent meta-analysis by Hald et al. strongly supports and clarifies previous data demonstrating correlation with regard to pornography inducing violence attitudes against women.[10] With such strong correlative data, it is irresponsible not to address the likely possibility of causation in these regards. Reviewing this data in the context of current usage patterns is particularly concerning; 87% of college age men view pornography, 50% weekly and 20 daily or every other day, with 31% of women viewing as well.[5] The predictive effect of pornography on sexual behavior in adolescents has also been demonstrated.[6]<sup>134</sup>

Hilton's concern about gaining an objective community-wide scientific assessment on the effects of pornography is validated by the American Psychiatric Association's failure to broadly delineate Internet Addiction as a disorder in its 5<sup>th</sup> edition of the Diagnostic and Statistical Manual of Mental Disorders. Instead, it listed a diagnosis for Internet Gaming Disorder (IGD), stating:

The studies suggest that when these individuals are engrossed in Internet games, certain pathways in their brains are triggered in the same direct and intense way that a drug addict's brain is affected by a particular substance. The gaming prompts a neurological response that influences feelings of pleasure and reward, and the result, in the extreme, is manifested as addictive behavior [13].

Excessive use of the Internet not involving playing of online games (e.g., excessive use of social media, such as Facebook; viewing pornography online) is not considered analogous to Internet gaming disorder, and future research on other excessive uses of the Internet would need to follow similar guidelines as suggested herein [12].<sup>135</sup>

The American Society of Addiction Medicine (ASAM), however, did not rule out the possibility of pornography addiction when it formally expanded its definition of addiction in 2011:

Addiction is a primary, chronic disease of brain reward, motivation, memory and related circuitry. Dysfunction in these circuits leads to characteristic biological, psychological, social and spiritual manifestations. This is reflected in an individual pathologically pursuing reward and/or relief by substance use and other behaviors [11].<sup>136</sup>

While not every viewer of pornography becomes addicted, pornography consumption's link with dopamine can cause other issues and easily lead to addiction, especially in children and young adults whose brains are still developing.<sup>137</sup> Dopamine is an involuntary neurotransmitter that functions by sending a "reward signal" to the brain to produce feelings of excitement and well-being when a person does something risky or exciting.<sup>138</sup> While dopamine levels peak in late childhood, they continue to increase in the prefrontal cortex, which is the part of the brain responsible for mature decision making and the final portion of the brain to completely develop.<sup>139</sup> Since sex is one of the strongest generators of dopamine, young people can be particularly vulnerable to seeking this brain reward.<sup>140</sup> Gary Wilson explains that with the

advent of high-speed internet, interested viewers can click between multiple tabs of pornographic videos or photos that provide constant novelty and numerous dopamine hits; these frequent and abundant dopamine hits can override an individual's natural satiation mechanism.<sup>141</sup> Over time, binge viewing causes deltaFosB to accumulate in the brain's reward circuit, causing a cycle of binging and craving. Continued consumption eventually causes structural brain changes, which include a numbed pleasure response, hyper-reactivity to pornography, willpower erosion, and prefrontal cortex changes.<sup>142</sup>

The unlimited ability to access novelty through pornography may also be linked to a new generation of under-40 men who suffer from Erectile Dysfunction (ED).<sup>143</sup> In 2016, *Time* featured an article entitled, "Porn and the Threat to Virility."<sup>144</sup> While more research needs to be conducted, the article provides a compelling case for this link based on a group of men who attribute their own ED to current or prior porn addiction, primarily based on their ability to achieve erection while viewing pornography, but not while with a real partner. *Time* cited a number of studies regarding ED: 5 percent of 40-year old men experienced ED in 1992, 26 percent of ED sufferers in 2013 were under the age of 40, one-third of Swiss ED sufferers in 2012 were between the ages of 18 and 25, and one-third of a group of 367 US military men in 2014 suffered from ED.<sup>145</sup> Brian Anderson theorizes that when the brain detects a pleasurable stimulus, it pays more attention and blocks out competing stimuli; since the brain is wired to develop these patterns, tying them to pornography "can be very disruptive and difficult to break."<sup>146</sup>

## Appendix C

### Physiological and Psychological Effects of Promiscuity

Whereas pornography consumption triggers the release of dopamine to the brain's reward center, oxytocin is another important neurochemical that is critical for healthy sex and bonding—"the body uses it both as a hormone circulating in the blood and as a neurotransmitter in the brain."<sup>147</sup> Oxytocin is present in both males and females, but it is most active within females.

In females, oxytocin assists with reproduction, bonding, and social behavior.<sup>148</sup> Oxytocin is released at the following times for the associated purposes: 1. During intimate touch with another person for the purpose of bonding and developing trust, 2. During sexual intercourse for the purpose of bonding and developing trust, 3. During the onset of labor in a pregnant female to cause uterine contractions that lead to birth, and 4. During nipple stimulation to help produce the flow of milk from a mother's breast during nursing.<sup>149</sup> During sex and breastfeeding, a woman's brain is flooded with oxytocin, leading her to desire more similar contact with this individual and producing a stronger bond.<sup>150</sup>

In males, vasopressin is the primary neurochemical responsible for bonding to his mate and attachment to his offspring, as well as for blood pressure and fluid regulation in the body.<sup>151</sup> This chemical floods the male brain during intercourse, producing a partial bond with each partner that he has sex with. As Joe McIlhaney and Freda McKissic Bush describe, "the inability to bond after multiple liaisons is rooted in the fact that our behaviors actually physically change our brains. The pattern of hooking up and breaking up and hooking up again can eventually override the natural bonding that occurs between two intimately involved individuals."<sup>152</sup> Accordingly, "The desire to connect is not *just* an emotional feeling. Bonding is real because it

has become a part of the way one's brain is molded—a powerful connection that often cannot be undone without great emotional pain.”<sup>153</sup>

## Appendix D

### Letter from Tailhook Association President to Secretary of the Navy, 11 October 1991

The Tailhook Association  
P.O. Box 40  
Bonita, CA 91908-0040  
Phone: (619) 689-9223

11 October 1991

Dear Skipper,

As President of the Tailhook Association, I wanted to take this opportunity to give you a debrief of the "goods" and "others" of this year's annual symposium at the Las Vegas Hilton while it is still fresh in your mind. Without a doubt, this was the biggest and most successful Tailhook we have ever had. We said it would be the "Mother of all Hooks," and it was. We had close to 5,000 people in attendance, over 1,500 rooms filled and 172 exhibits. The professional symposium proceeded flawlessly and it appeared the information exchange was excellent. The flag panel was a resounding success with an estimated 2,500 in attendance. The questions were frank, on the mark and often quite animated. Our banquet and luncheon also boasted of incredible attendance and were enjoyed by all. Our very senior naval leadership, including the Secretary and the CNO, were thoroughly impressed and immensely enjoyed their time at Tailhook '91. Additionally, all of our naval aviation leaders and many industry leaders had nothing but praise for the event. We can be proud of a tremendous Tailhook '91 and a great deal of thanks goes to all the young JOs in the various committees that made Hook fly.

But Tailhook '91 was the "Mother of all Hooks" in one other way, and that brings me to the "others." The major "other" of this year's symposium comes under the title of "unprofessionalism," and I mean unprofessionalism underlined! Let me relate just a few specifics to show how far across the line of responsible behavior we went.

This year our total damage bill was to the tune of \$23,000.00 Of that figure, \$18,000 was to install new carpeting as a result of cigarette burns and drink stains. We narrowly avoided a disaster when a "pressed ham" pushed out an eighth-floor window which subsequently fell on the crowd below. Finally, and definitely the most serious, was "the Gauntlet" on the third floor. I have five separate reports of young ladies, several of whom had nothing to do with Tailhook, who were verbally abused, had drinks thrown at them, were physically abused and were sexually molested. Most distressing was the fact an underage young lady was severely intoxicated and had her clothing removed by members of the Gauntlet.

I don't have to tell you that this type of behavior has put a very serious blemish on what was otherwise a successful symposium. It has further given a black eye to the Tailhook Association and all Naval Aviation. Our ability to conduct future Tailhooks, has been put at great risk due to

the rampant unprofessionalism of a few. Tailhook cannot and will not condone the blatant and total disregard of individual rights and public/private property!

I, as your president, will do damage control work at regaining our rapport with the Las Vegas Hilton and attempt to lock-in Tailhook '92. I need you to get these "goods" and "others" briefed to all those who were in attendance under your preview(?) Further, I need you, as the leaders of our hardcharging JOs, to make them realize that if future Tailhooks are to take place, attitudes and behavior must change. We in Naval Aviation and the Tailhook Association are bigger and better than this.

As we plan for next year's Hook, I look forward to hearing from you on any ideas you might have to help eliminate unprofessional behavior during Tailhook '92. The intent is not in any way to keep from having fun. Rather, we have to figure out a way to have a great time responsibly or we will jeopardize the very future of Tailhook altogether.

Warm Regards,  
Frederic G. Ludwig, Jr.  
Captain, U.S.N.  
President, Tailhook Association

Letter from Secretary of the Navy to Tailhook Association President, 29 October 1991

THE SECRETARY OF THE NAVY  
WASHINGTON, D. C. 20350-1000  
29 October 1991

Captain F. G. Ludwig, Jr.  
President  
Tailhook Association  
Post office Box 40  
Bonita, California 919006-0040

Dear Captain Ludwig,

I am writing to you, and through you to your organization, to express my absolute outrage over the conduct reported to have taken place at the Tailhook Association symposium in September as expressed in your letter of 11 October, a copy of which was provided me yesterday.

Besides my anger, I am more than personally disappointed. The Tailhook Association has been, in the past, a source of great professionalism and esprit, an organization where productive dialogues and seminars have had a home. In particular, Tailhook '91 provided me with a superb forum to air some of the most serious issues that Naval Aviation has ever faced. But none of those attributes can make up for the personal abuses, behavioral excesses, and quite possibly criminal conduct that took place at Tailhook '91 and have now been reported to me.

There are certain categories of behavior and attitudes that I unequivocally will not tolerate. You know the phrase: "Not in my Navy, not on my watch." Tailhook '91 is a gross example of exactly what cannot be permitted by the civilian or uniformed leadership of the Navy, at any level. No man who holds a commission in this Navy will ever subject a woman to the kind of abuse in evidence at Tailhook '91 with impunity. And no organization which makes possible this behavior is in any way worthy of a naval leadership or advisory role.

Admiral Frank Kelso, our Chief of Naval Operations, and I have discussed this matter and, based upon his recommendation and with his full support" I am terminating, effective immediately, all Navy support in any manner whatsoever, direct or indirect, for the Tailhook Association.

Last April I sent a message to every command in the Navy about the progress of our women officers and sailors. I said then that I would reinforce a position of zero tolerance of sexual harassment, and I meant it. That policy was not new in April, nor when I became Secretary-but obviously it was as necessary then as it is now to reiterate just how strongly I feel about this matter. Also in April, with my strong concurrence, Admiral Kelso made specifically dear in a parallel message that a Navy free from sexual harassment or intimidation is a leadership issue. Together we made certain that the whole Navy knew: "Each of you, from the most junior sailor to the most senior officer, has a responsibility to build working and living spaces free from unprofessional conduct fear, and prejudice." The Tailhook Association most certainly did not live up to that responsibility.

Very Truly Yours,  
H. Lawrence Garrett, III  
Secretary of the Navy

## Appendix E

### Schein's Primary Embedding Mechanisms

The following six primary embedding mechanisms are the main “tools” leaders can use to improve command climate through teaching their units “how to perceive, think, feel, and behave based on their own conscious and unconscious convictions:”

- What leaders pay attention to, measure, and control on a regular basis
- How leaders react to critical incidents and organizational crises
- How leaders allocate resources
- Deliberate role modeling, teaching, and coaching
- How leaders allocate rewards and status
- How leaders recruit, select, promote, and excommunicate<sup>154</sup>

### Schein's Secondary Articulation and Reinforcement Mechanisms

The six secondary articulation and reinforcement mechanisms include:

- Organizational design and structure
- Organizational systems and procedures
- Rites and rituals of the organization
- Design of physical space, facades, and buildings
- Stories about important events and people
- Formal statements of organizational philosophy, creeds, and charters<sup>155</sup>

In a growing organization, Schein contends that “these six mechanisms are secondary because they work only if they are consistent with the primary mechanisms.” He continues, “if they are inconsistent, they will either be ignored or will be a source of internal conflict.”<sup>156</sup>

---

## Endnotes

- <sup>1</sup> *Marine Corps Social Media Photo Sharing: Hearing before the Senate Armed Services Committee*, (March 14, 2017) (statement of General Robert Neller, Commandant of United States Marine Corps).
- <sup>2</sup> Deployable Training Division, Joint Staff J7, Insights and Best Practices Focus Paper: Communication Strategy and Synchronization, staff study, May 2016, 4.
- <sup>3</sup> Department of Defense Sexual Assault Prevention and Response Office (SAPRO) and the Office for Diversity, Equality, and Inclusion (ODEI), *Annual Report on Sexual Harassment and Violence at the Military Service Academies: Academic Program Year 2017-2018* (Washington, DC: Department of Defense, 2019), 4, <https://sapr.mil/reports>.
- <sup>4</sup> DoD SAPRO and ODEI, *Annual Report on Sexual Harassment and Violence at the Military Service Academies*, 8-10.
- <sup>5</sup> DoD SAPRO and ODEI, *Annual Report on Sexual Harassment and Violence at the Military Service Academies*, 4-5.
- <sup>6</sup> Vanden Brook, Tom, "Sexual assault, harassment spikes at military academies, strategies fail to stem crisis," USA Today, last modified January 31, 2019, <https://www.msn.com/en-us/news/us/sexual-assault-harassment-spikes-at-military-academies-strategies-fail-to-stem-crisis/ar-BBT04jb?ocid=spartanntp>.
- <sup>7</sup> Vanden Brook, "Sexual assault, harassment spikes at military academies, strategies fail to stem crisis."
- <sup>8</sup> Vanden Brook, "Sexual assault, harassment spikes at military academies, strategies fail to stem crisis."
- <sup>9</sup> Benjamin Schneider, Mark G. Ehrhart, and William H. Macey, "Organizational Climate and Culture," *Annual Review of Psychology* 64 (2013): 381, doi: 10.1146/annurev-psych-113011-14380.
- <sup>10</sup> Schneider et al., "Organizational Climate and Culture," 381.
- <sup>11</sup> Schneider et al., "Organizational Climate and Culture," 368.
- <sup>12</sup> Assistant Inspector General for Departmental Inquiries and Assistant Inspector General for Investigations, *Tailhook 91: Part 1 – Review of the Navy Investigations* (Arlington, VA: Department of Defense Office of Inspector General, 1992), <http://ncisahistory.org/wp-content/uploads/2017/07/DoDIG-Report-of-Investigation-Tailhook-91-Review-of-the-Navy-Investigations.pdf>.
- Deputy Inspector General, *Report of Investigation: Tailhook 91 – Part 2, Events of the 35<sup>th</sup> Annual Tailhook Symposium* (Arlington, VA: Department of Defense Office of Inspector General, 1993), <https://apps.dtic.mil/dtic/tr/fulltext/u2/a269008.pdf>.
- Marines, "Social Media Misconduct on Marines United Website," accessed March 16, 2019, <https://www.marines.mil/News/Press-Releases/Press-Release-Display/Article/1102983/social-media-misconduct-on-marines-united-website/>.
- <sup>13</sup> Deputy Inspector General, *Report of Investigation: Tailhook 91 – Part 2, X-5*.
- <sup>14</sup> Immanuel Kant, "Duties towards the Body in Respect of Sexual Impulse," *Lectures on Ethics [1775-1780]*, <http://www.stephenhicks.org/wp-content/uploads/2016/09/Kant-Sex-inclination-text.pdf>.
- <sup>15</sup> J. Carl Ficarrotta, "Are Military Professionals Bound by a Higher Moral Standard?" *Armed Forces & Society*, Vol. 24, No. 1 (Fall 1997): 59.
- <sup>16</sup> America's Navy: Forged by the Sea, "The United States Navy," last modified August 12, 2009, [https://www.navy.mil/navydata/nav\\_legacy.asp?id=193](https://www.navy.mil/navydata/nav_legacy.asp?id=193).
- <sup>17</sup> Philip Zimbardo, Gary Wilson, and Nikita Coulombe, "How Porn Is Messing with Your Manhood," *Skeptic*, accessed February 20, 2019, [https://www.skeptic.com/reading\\_room/how-porn-is-messing-with-your-manhood/](https://www.skeptic.com/reading_room/how-porn-is-messing-with-your-manhood/).
- <sup>18</sup> Marie Deschamps, C.C. Ad.E., External Review Authority, *External Review into Sexual Misconduct and Sexual Harassment in the Canadian Armed Forces* (March 27, 2015): i.
- <sup>19</sup> Deschamps, *External Review into Sexual Misconduct and Sexual Harassment in the Canadian Armed Forces*, i.
- <sup>20</sup> Deschamps, *External Review into Sexual Misconduct and Sexual Harassment in the Canadian Armed Forces*, ii.
- <sup>21</sup> Deschamps, *External Review into Sexual Misconduct and Sexual Harassment in the Canadian Armed Forces*, ii.
- <sup>22</sup> Deschamps, *External Review into Sexual Misconduct and Sexual Harassment in the Canadian Armed Forces*, iv.
- <sup>23</sup> NiCole T. Buchanan, Isis H. Settles, Angela T. Hall, and Rachel C. O'Connor, "A Review of Organizational Strategies for Reducing Sexual Harassment: Insights from the U.S. Military," *Journal of Social Issues* 70, no. 4 (2014): 687, doi: 10.1111/josi.12086.

- 
- <sup>24</sup> Buchanan et al., "A Review of Organizational Strategies for Reducing Sexual Harassment," 687-688.
- <sup>25</sup> Buchanan et al., "A Review of Organizational Strategies for Reducing Sexual Harassment," 689, 682-693.
- <sup>26</sup> David Gorn, "Why So Many Military Women Think About Suicide," RAND Corporation, accessed on March 16, 2019, <https://www.rand.org/multimedia/podcasts/veterans-in-america/why-so-many-military-women-think-about-suicide.html>.
- <sup>27</sup> Requirement of exemplary conduct, Title 10 U.S.C. § 8167 (1956).
- <sup>28</sup> *Merriam-Webster Online Dictionary*, s.v. "dissolute."
- <sup>29</sup> Ann E. Tenbrusel, McKenzie R. Rees, and Kristina A. Diekmann, "Sexual Harassment in Academia: Ethical Climates and Bounded Ethicality," *Annual Review of Psychology* 70 (2019): 251, <https://www.annualreviews.org/doi/10.1146/annurev-psych-010418-102945>.
- <sup>30</sup> Deputy Inspector General, *Report of Investigation: Tailhook 91 – Part 2*, XI-1.
- <sup>31</sup> *Merriam-Webster Online Dictionary*, s.v. "pornography."
- <sup>32</sup> E. A. Gjeltlen, "Free Speech: What Is Obscenity, and Which Community Standards Apply?," Lawyers.com, accessed on January 14, 2019, <https://www.lawyers.com/legal-info/criminal/pornography-obscenity-and-the-law.html>.
- <sup>33</sup> Shyla Rae Welch, "Strategies to Gain Moral Compliance in Discouraging the Use of Pornography," (master's thesis, Regent University, 1999), 7, ProQuest, <https://search-proquest-com.lomc.idm.oclc.org/docview/304571958?accountid=14746>.
- <sup>34</sup> Welch, "Strategies to Gain Moral Compliance in Discouraging the Use of Pornography," 7.
- <sup>35</sup> Donald Hilton and Clark Watts, "Pornography Addiction: A Neuroscience Perspective," *Surgical Neurology International* 2, (2011): 19, doi://dx.doi.org.lomc.idm.oclc.org/10.4103/2152-7806.76977. <https://search-proquest-com.lomc.idm.oclc.org/docview/861086613?accountid=14746>.
- Joe S. McIlhaney Jr, and Freda McKissic Bush, *Hooked: The Brain Science on How Casual Sex Affects Human Development* (Chicago: Northfield Publishing, 2019), 144.
- Nathaniel M. Lambert, Sesen Negash, Tyler F. Stillman, Spencer B. Olmstead, and Frank D. Fincham, "A Love that Doesn't Last: Pornography Consumption and Weakened Commitment to One's Romantic Partner," *Journal of Social and Clinical Psychology* 31, no. 4 (2012): 428, doi://dx.doi.org.lomc.idm.oclc.org/10.1521/jscp.2012.31.4.410, <https://search-proquest-com.lomc.idm.oclc.org/docview/940978292?accountid=14746>.
- <sup>36</sup> Niki Fritz and Bryant Paul, "From Orgasms to Spanking: A Content Analysis of the Agentic and Objectifying Sexual Scripts in Feminist, for Women, and Mainstream Pornography," *Sex Roles* 77, no. 9-10 (2017): 648, doi://dx.doi.org.lomc.idm.oclc.org/10.1007/s11199-017-0759-6. <https://search-proquest-com.lomc.idm.oclc.org/docview/1951230876?accountid=14746>.
- <sup>37</sup> Ana J. Bridges, Robert Wosnitzer, Erica Scharrer, Chyng Sun, and Rachel Liberman, "Aggression and Sexual Behavior in Best-Selling Pornography Videos: A Content Analysis Update," *Violence Against Women* 16(10), (October 2010): 1065, DOI: 10.1177/1077801210382866.
- <sup>38</sup> Fritz and Paul, "From Orgasms to Spanking," 648.
- <sup>39</sup> Fritz and Paul, "From Orgasms to Spanking," 641, 647.
- <sup>40</sup> Fritz and Paul, "From Orgasms to Spanking," 650.
- <sup>41</sup> Canadian Paediatric Society, "Position Statement (PP 2003-01): Impact of media use on children and youth," *Paediatric Child Health* 8, no. 5 (May/June 2003): 302, <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2792691/pdf/pch08301.pdf>.
- <sup>42</sup> Fritz and Paul, "From Orgasms to Spanking," 650.
- <sup>43</sup> Harriet Hall, "Finally, a Crackdown on Film Ratings that could End Sexual Assault as a Plot Device," United Kingdom London (UK), *Independent Digital News & Media*, January 20, 2019, <https://search-proquest-com.lomc.idm.oclc.org/docview/2168609310?accountid=14746>.
- <sup>44</sup> Albert Bandura, "Modeling and Observational Learning," Albert, accessed February 20, 2019, <http://professoralbertbandura.com/albert-bandura-modeling-and-observational-learning.html>.
- <sup>45</sup> S. A. McLeod, "Bobo doll experiment," SimplyPsychology, last modified February 5, 2014, <https://www.simplypsychology.org/bobo-doll.html>.
- <sup>46</sup> S. A. McLeod, "Bandura – Social Learning Theory," SimplyPsychology, last modified February 5, 2016, <https://www.simplypsychology.org/bandura.html>.
- <sup>47</sup> Lambert et al., "A Love that Doesn't Last," 414.
- <sup>48</sup> Lambert et al., "A Love that Doesn't Last," 414.
- <sup>49</sup> Lambert et al., "A Love that Doesn't Last," 425.

- 
- <sup>50</sup> Sajeev Kunaharan, Sean Halpin, Thiagarajan Sitharthan, Shannon Bosshard, and Peter Walla, "Conscious and Non-Conscious Measures of Emotion: Do they Vary with Frequency of Pornography use?" *Applied Sciences* 7, no. 5 (2017): 11. doi://dx.doi.org.lomc.idm.oclc.org/10.3390/app7050493.
- <sup>51</sup> Dan Ariely and George Loewenstein, "The Heat of the Moment: The Effect of Sexual Arousal on Sexual Decision Making." *Journal of Behavioral Decision Making* 19, no. 2 (April 2006): 96, doi:10.1002/bdm.501, <https://onlinelibrary.wiley.com/doi/abs/10.1002/bdm.501>.
- <sup>52</sup> Ariely and Loewenstein, "The Heat of the Moment," 93-94.
- <sup>53</sup> Ariely and Loewenstein, "The Heat of the Moment," 95.
- <sup>54</sup> Belinda Luscombe, "Porn and the Threat to Virility," *Time*, March 31, 2016, <http://time.com/4277510/porn-and-the-threat-to-virility/>.
- <sup>55</sup> Zimbardo et al., "How Porn Is Messing with Your Manhood."
- <sup>56</sup> Todd Love, Christian Laier, Matthias Brand, Linda Hatch, and Raju Hajela, "Neuroscience of Internet Pornography Addiction: A Review and Update," *Behavioral Sciences* 5, no. 3 (2015): 389-390, doi://dx.doi.org.lomc.idm.oclc.org/10.3390/bs5030388, <https://search-proquest-com.lomc.idm.oclc.org/docview/1721940870?accountid=14746>.
- <sup>57</sup> Luscombe, "Porn and the Threat to Virility."
- <sup>58</sup> Luscombe, "Porn and the Threat to Virility."
- <sup>59</sup> Peggy Orenstein, "How Porn Is Changing a Generation of Girls," *Time*, March 31, 2016, <http://time.com/4277523/girls-sex-women-porn/>.
- <sup>60</sup> Matthew LaPlante, "In Utah, the fight against porn is increasingly being framed as a public health crisis," *The Washington Post*, last modified February 17, 2018, [https://www.washingtonpost.com/national/in-utah-the-fight-against-porn-is-increasingly-being-framed-as-a-public-health-crisis/2018/02/17/87bf761e-13ea-11e8-9065-e55346f6de81\\_story.html?utm\\_term=.4bfbfd77401b6](https://www.washingtonpost.com/national/in-utah-the-fight-against-porn-is-increasingly-being-framed-as-a-public-health-crisis/2018/02/17/87bf761e-13ea-11e8-9065-e55346f6de81_story.html?utm_term=.4bfbfd77401b6).
- <sup>61</sup> Commandant of the Marine Corps, *Annual Training and Education Requirements*, MCBul 1500 W/ ADMIN CH C 466, February 23, 2018, <https://www.marines.mil/Portals/59/Publications/MCBUL%201500%20W%20ADMN%20CH%20DTD%2023FEB18.pdf?ver=2018-03-30-131354-563>.
- <sup>62</sup> *Merriam-Webster Online Dictionary*, s.v. "promiscuous."
- <sup>63</sup> Joe S. McIlhane Jr, Freda McKissic Bush, and Stan Guthrie, *Girls Uncovered: New Research on What America's Sexual Culture Does to Young Women* (Chicago: Northfield Publishing, 2011), 77-78.
- <sup>64</sup> McIlhane et al., *Girls Uncovered*, 77.
- <sup>65</sup> McIlhane et al., *Girls Uncovered*, 78.
- <sup>66</sup> Chris Iliades, "Is There a Price to Pay for Promiscuity? Society puts an emphasis on sexuality — but casual sex can impact your physical and emotional health in ways that you may not suspect.," *Everyday Health*, accessed February 20, 2019, <https://www.everydayhealth.com/longevity/can-promiscuity-threaten-longevity.aspx>.
- <sup>67</sup> McIlhane and McKissic Bush, *Hooked: The Brain Science on How Casual Sex Affects Human Development*, 73.
- <sup>68</sup> McIlhane and McKissic Bush, *Hooked: The Brain Science on How Casual Sex Affects Human Development*, 75.
- <sup>69</sup> McIlhane and McKissic Bush, *Hooked: The Brain Science on How Casual Sex Affects Human Development*, 77.
- <sup>70</sup> Iliades, "Is There a Price to Pay for Promiscuity?"
- <sup>71</sup> Mark Regnerus, *Cheap Sex: The Transformation of Men, Marriage, and Monogamy*, (New York: Oxford University Press, 2017), 88-89.
- <sup>72</sup> Iliades, "Is There a Price to Pay for Promiscuity?"
- <sup>73</sup> Tenbrunsel et al., "Sexual Harassment in Academia," 248.
- <sup>74</sup> Tenbrunsel et al., "Sexual Harassment in Academia," 256.
- <sup>75</sup> *Tailhook*, "Tailhook Association," accessed January 12, 2019, <https://www.tailhook.net/>.
- <sup>76</sup> Deputy Inspector General, *Report of Investigation: Tailhook 91 – Part 2*, VI-15.
- <sup>77</sup> Deputy Inspector General, *Report of Investigation: Tailhook 91 – Part 2*, X-3.
- <sup>78</sup> Deputy Inspector General, *Report of Investigation: Tailhook 91 – Part 2*, X-3.
- <sup>79</sup> *Tailhook*, "Tailhook Association."
- <sup>80</sup> Norman Kempster, "What Really Happened at Tailhook Convention: Scandal: The Pentagon report graphically describes how fraternity-style hi-jinks turned into hall of horrors," *Los Angeles Times*, last modified April 24, 1993, [http://articles.latimes.com/1993-04-24/news/mn-26672\\_1\\_tailhook-convention](http://articles.latimes.com/1993-04-24/news/mn-26672_1_tailhook-convention).
- <sup>81</sup> Frontline, "Dear Skipper," PBS, accessed January 12, 2019, <https://www.pbs.org/wgbh/pages/frontline/shows/navy/tailhook/letter2.html>.
- <sup>82</sup> Frontline, "Tailhook '91 Victims and Assaults," PBS, accessed January 12, 2019, <https://www.pbs.org/wgbh/pages/frontline/shows/navy/tailhook/victims.html>.

- 
- <sup>83</sup> Frontline, “Party Favors,” PBS, accessed January 12, 2019, <https://www.pbs.org/wgbh/pages/frontline/shows/navy/tailhook/favors.html>.
- <sup>84</sup> Deputy Inspector General, *Report of Investigation: Tailhook 91 – Part 2, X-4*.
- <sup>85</sup> Frontline, “Party Favors.”
- <sup>86</sup> Frontline, “VAW-110 The Leg-Shaving Suite,” PBS, accessed January 12, 2019, <https://www.pbs.org/wgbh/pages/frontline/shows/navy/tailhook/leg.html>.
- <sup>87</sup> Frontline, “VMFP-3 The Rhino Suite,” PBS, accessed January 12, 2019, <https://www.pbs.org/wgbh/pages/frontline/shows/navy/tailhook/rhino.html>.
- <sup>88</sup> Frontline, “VMFP-3 The Rhino Suite.”
- <sup>89</sup> Frontline, “VF-124,” PBS, accessed January 12, 2019, <https://www.pbs.org/wgbh/pages/frontline/shows/navy/tailhook/vf124.html>.
- <sup>90</sup> Frontline, “CNATRA,” PBS, accessed January 12, 2019, <https://www.pbs.org/wgbh/pages/frontline/shows/navy/tailhook/cnatra.html>.
- <sup>91</sup> Frontline, “CNATRA.”
- <sup>92</sup> Frontline, “Pool & Patio Area,” PBS, accessed January 12, 2019, <https://www.pbs.org/wgbh/pages/frontline/shows/navy/tailhook/pool.html>.
- <sup>93</sup> Frontline, “The Guantlet,” PBS, accessed January 12, 2019, <https://www.pbs.org/wgbh/pages/frontline/shows/navy/tailhook/guantlet.html>.
- <sup>94</sup> Deputy Inspector General, *Report of Investigation: Tailhook 91 – Part 2, VI-2-VI-3*.
- <sup>95</sup> Frontline, “The Guantlet.”
- <sup>96</sup> Frontline, “Victims,” PBS, accessed January 12, 2019, <https://www.pbs.org/wgbh/pages/frontline/shows/navy/tailhook/men.html>.
- <sup>97</sup> Frontline, “Dear Skipper.”
- <sup>98</sup> Frontline, “Dear Skipper.”
- <sup>99</sup> Frontline, “Dear Skipper.”
- <sup>100</sup> Joslyn Ogden, *Institutions in Crisis: Tailhook '91 and the U.S. Navy* (The Kenan Institute of Ethics at Duke University), 1.
- <sup>101</sup> Tea Party Reveler, “Lt. Paula Coughlin Of Navy Tailhook Scandal - Where Is She Now? (counting cash),” *Free Republic* (blog), May 17, 2011, <http://www.freerepublic.com/focus/f-bloggers/2721109/posts>.
- <sup>102</sup> Frontline, “Dear Skipper.”
- <sup>103</sup> Ogden, *Institutions in Crisis: Tailhook '91 and the U.S. Navy*, 10.
- <sup>104</sup> Requirement of Exemplary Conduct, 10 U.S.C. § 5947 (1956).
- <sup>105</sup> Derek Gannon, “A group called ‘Marines United’ are hosting a sadistic library of nude female Marines,” NEWSREP, last modified March 5, 2017, <https://thenewsrep.com/76268/always-faithful-always-loyal-a-group-called-marines-united-are-hosting-a-sadistic-library-of-nude-female-marines/>.
- <sup>106</sup> Andrea Januta, “How The Marines United Investigation and Scandal Unfolded,” The War Horse, accessed November 29, 2018, <https://www.thewarhorse.org/our-stories/how-the-marines-united-investigation-and-scandal-unfolded>.
- <sup>107</sup> Januta, “How the Marines United Investigation and Scandal Unfolded.”
- <sup>108</sup> Januta, “How the Marines United Investigation and Scandal Unfolded.”
- <sup>109</sup> Januta, “How the Marines United Investigation and Scandal Unfolded.”
- <sup>110</sup> Dave Philipps, “Inquiry Opens into How a Network of Marines Shared Illicit Images of Female Peers,” The New York Times, last modified March 6, 2017, [https://www.nytimes.com/2017/03/06/us/inquiry-opens-into-how-30000-marines-shared-illicit-images-of-female-peers.html?\\_r=0](https://www.nytimes.com/2017/03/06/us/inquiry-opens-into-how-30000-marines-shared-illicit-images-of-female-peers.html?_r=0).
- <sup>111</sup> Perri Klass, M.D., “Teenagers Are Sexting—Now What?,” The New York Times, last modified March 12, 2018, <https://www.nytimes.com/2018/03/12/well/family/teens-are-sexting-now-what.html>.
- <sup>112</sup> *Marine Corps Social Media Photo Sharing: Hearing before the Senate Armed Services Committee*, (March 14, 2017) (statement of John McCain, United States Senator).
- <sup>113</sup> *Marine Corps Social Media Photo Sharing: Hearing before the Senate Armed Services Committee*, (March 14, 2017) (statement of General Robert Neller, Commandant of United States Marine Corps).
- <sup>114</sup> *Marine Corps Social Media Photo Sharing: Hearing before the Senate Armed Services Committee*, (March 14, 2017) (statement of General Robert Neller, Commandant of United States Marine Corps).
- <sup>115</sup> *Marine Corps Social Media Photo Sharing: Hearing before the Senate Armed Services Committee*, (March 14, 2017) (statement of General Robert Neller, Commandant of United States Marine Corps).

- 
- <sup>116</sup> Caitlin Foster, "A Marine master sergeant went on a social media tirade blaming underage girls for statutory rape, and is now in hot water," Business Insider, last modified January 8, 2019, <https://www.businessinsider.com/marine-under-investigation-blamed-underage-girls-for-statutory-rape-2019-1>.
- <sup>117</sup> Shawn Snow, "Seven Marines court-martialed in wake of Marines United scandal," Marine Times, last modified March 1, 2018, <https://www.marinecorpstimes.com/news/your-marine-corps/2018/03/01/seven-marines-court-martialed-in-wake-of-marines-united-scandal/>.
- <sup>118</sup> Gannon, "A group called 'Marines United' are hosting a sadistic library of nude female Marines."
- <sup>119</sup> Craig Whitlock, "Leaks, feasts and sex parties: How 'Fat Leonard' infiltrated the Navy's floating headquarters in Asia," The Washington Post, last modified January 31, 2018, [https://www.washingtonpost.com/investigations/leaks-feasts-and-sex-parties-how-fat-leonard-infiltrated-the-navys-floating-headquarters-in-asia/2018/01/23/4d31555c-efdd-11e7-97bf-bba379b809ab\\_story.html?utm\\_term=.73c79b8d1a80](https://www.washingtonpost.com/investigations/leaks-feasts-and-sex-parties-how-fat-leonard-infiltrated-the-navys-floating-headquarters-in-asia/2018/01/23/4d31555c-efdd-11e7-97bf-bba379b809ab_story.html?utm_term=.73c79b8d1a80).
- <sup>120</sup> Bright Mountain Media, Inc., "Marines drugged, robbed after partying in no-go area with Colombian prostitutes," USMC Life, last modified May 31, 2017, <https://www.usmclife.com/2017/05/marines-drugged-robbed-partying-no-go-area-colombian-prostitutes/>.
- <sup>121</sup> Tom Vanden Brook, "Marine Corps General defends public remarks about 'fake news' and sex life jokes, report says," USA Today, accessed August 24, 2018, <https://www.msn.com/en-us/news/us/marine-corps-general-defends-public-remarks-about-fake-news-and-sex-life-jokes-report-says/ar-BBMnIYo?ocid=spartanntp>.
- <sup>122</sup> Edgar H. Schein, "The Three Levels of Culture," in *Jossey-Bass Business and Management: Organizational Culture and Leadership (4th Edition)*, (Hoboken, NJ: Jossey-Bass, 2010), 23-24.
- <sup>123</sup> Schein, "The Three Levels of Culture," 28.
- <sup>124</sup> Edgar H. Schein, "How Leaders Embed and Transmit Culture," in *Jossey-Bass Business and Management: Organizational Culture and Leadership (4th Edition)*, (Hoboken, NJ: Jossey-Bass, 2010), 236.
- <sup>125</sup> Schein, "How Leaders Embed and Transmit Culture," 236-243, 246-247.
- <sup>126</sup> Headquarters Marine Corps Marine and Family Programs, *The Marine Corps Demographics Update*, (Washington, D.C.: Headquarters Marine Corps, June 2017).
- <sup>127</sup> C. Nathan DeWall and Brad J. Bushman, "Social Acceptance and Rejection: The Sweet and the Bitter," *Current Directions in Psychological Science* 20, no. 4 (2011): 256-257, <http://www2.psych.ubc.ca/~schaller/308Readings/DeWall2011.pdf>.
- <sup>128</sup> Alexandra Harrison, "Nudge, Don't Thrust: The Application of Behavioral Law and Economics to America's Porn Addiction," *Texas Review of Law & Politics* 19, no. 2 (2015): 338, <https://search-proquest-com.lomc.idm.oclc.org/docview/1695019831?accountid=14746>.
- <sup>129</sup> *Marine Corps Social Media Photo Sharing: Hearing before the Senate Armed Services Committee*, (March 14, 2017) (statement of General Robert Neller, Commandant of United States Marine Corps).
- <sup>130</sup> America's Navy: Forged by the Sea, "The United States Navy," last modified August 12, 2009, [https://www.navy.mil/navydata/nav\\_legacy.asp?id=193](https://www.navy.mil/navydata/nav_legacy.asp?id=193).
- <sup>131</sup> Hilton and Watts, "Pornography Addiction: A Neuroscience Perspective," 19.
- <sup>132</sup> Hilton and Watts, "Pornography Addiction: A Neuroscience Perspective," 19.
- <sup>133</sup> Hilton and Watts, "Pornography Addiction: A Neuroscience Perspective," 19.
- <sup>134</sup> Hilton and Watts, "Pornography Addiction: A Neuroscience Perspective," 19.
- <sup>135</sup> Love et. al, "Neuroscience of Internet Pornography Addiction," 407.
- <sup>136</sup> Love et. al, "Neuroscience of Internet Pornography Addiction," 389.
- <sup>137</sup> David Dobbs, "Beautiful Teenage Brains," *National Geographic* 220, no. 4 (October 2011): 59, <https://search-proquest-com.lomc.idm.oclc.org/docview/1441323778?accountid=14746>.
- <sup>138</sup> McIlhaney and McKissic Bush, *Hooked: The Brain Science on How Casual Sex Affects Human Development*, 29.
- <sup>139</sup> McIlhaney and McKissic Bush, *Hooked: The Brain Science on How Casual Sex Affects Human Development*, 30.
- <sup>140</sup> McIlhaney and McKissic Bush, *Hooked: The Brain Science on How Casual Sex Affects Human Development*, 32.
- <sup>141</sup> Gary Wilson, "The Great Porn Experiment," YouTube video, 1628, <https://www.youtube.com/watch?v=wSF82AwSDiU>.
- <sup>142</sup> Wilson, "The Great Porn Experiment."
- <sup>143</sup> Wilson, "The Great Porn Experiment."
- <sup>144</sup> Luscombe, "Porn and the Threat to Virility."
- <sup>145</sup> Luscombe, "Porn and the Threat to Virility."
- <sup>146</sup> Luscombe, "Porn and the Threat to Virility."
- <sup>147</sup> McIlhaney and McKissic Bush, *Hooked: The Brain Science on How Casual Sex Affects Human Development*, 33.
- <sup>148</sup> McIlhaney and McKissic Bush, *Hooked: The Brain Science on How Casual Sex Affects Human Development*, 33.
- <sup>149</sup> McIlhaney and McKissic Bush, *Hooked: The Brain Science on How Casual Sex Affects Human Development*, 33.

- 
- <sup>150</sup> McIlhaney and McKissic Bush, *Hooked: The Brain Science on How Casual Sex Affects Human Development*, 33.
- <sup>151</sup> McIlhaney and McKissic Bush, *Hooked: The Brain Science on How Casual Sex Affects Human Development*, 40.
- <sup>152</sup> McIlhaney and McKissic Bush, *Hooked: The Brain Science on How Casual Sex Affects Human Development*, 41.
- <sup>153</sup> McIlhaney and McKissic Bush, *Hooked: The Brain Science on How Casual Sex Affects Human Development*, 35.
- <sup>154</sup> Schein, "How Leaders Embed and Transmit Culture," 235.
- <sup>155</sup> Schein, "How Leaders Embed and Transmit Culture," 235.
- <sup>156</sup> Schein, "How Leaders Embed and Transmit Culture," 250.

## **Bibliography**

Ariely, Dan, and George Loewenstein. "The Heat of the Moment: The Effect of Sexual Arousal on Sexual Decision Making." *Journal of Behavioral Decision Making* 19, no. 2 (April 2006): 87-98. doi:10.1002/bdm.501.

<https://onlinelibrary.wiley.com/doi/abs/10.1002/bdm.501>.

Assistant Inspector General for Departmental Inquiries and Assistant Inspector General for Investigations, Tailhook 91: Part 1 – Review of the Navy Investigations. Arlington, VA: Department of Defense Office of Inspector General, 1992. <http://ncisahistory.org/wp-content/uploads/2017/07/DoDIG-Report-of-Investigation-Tailhook-91-Review-of-the-Navy-Investigations.pdf>.

Bridges, Ana J., Robert Wosnitzer, Erica Scharrer, Chyng Sun, and Rachel Liberman.

“Aggression and Sexual Behavior in Best-Selling Pornography Videos: A Content Analysis Update.” *Violence Against Women* 16, no. 10 (October 2010): 1065-1085. doi: 10.1177/1077801210382866.

Buchanan, NiCole T., Isis H. Settles, Angela T. Hall, and Rachel C. O’Connor, “A Review of Organizational Strategies for Reducing Sexual Harassment: Insights from the U.S.

Military,” *Journal of Social Issues* 70, no. 4 (2014): 687-702. doi: 10.1111/josi.12086.

Canadian Paediatric Society. “Position Statement (PP 2003-01): Impact of media use on children and youth.” *Paediatric Child Health* 8, no. 5 (May/June 2003): 301-306.

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2792691/pdf/pch08301.pdf>.

Cash, Carey H. “Recovering the Classical Tradition: The Chaplain’s Role as Ethics Educator in the New Moral Battlespace.” A paper presented to “1918-2018: Lessons from the Great War – Ethical Imperatives for the Contemporary Profession of Arms,” National Defense University, July 20, 2018.

Commandant of the Marine Corps. *Annual Training and Education Requirement*. MCBul 1500 W/ ADMIN CH C 466, February 23, 2018, <https://www.marines.mil/Portals/59/Publications/MCBUL%201500%20W%20ADMN%20CH%20DTD%2023FEB18.pdf?ver=2018-03-30-131354-563>.

Department of Defense Sexual Assault Prevention and Response Office (SAPRO) and the Office for Diversity, Equality, and Inclusion (ODEI). *Annual Report on Sexual Harassment and Violence at the Military Service Academies: Academic Program Year 2017-2018*. Washington, DC: Department of Defense, 2019. <https://sapr.mil/reports>.

Deployable Training Division, Joint Staff J7. Insights and Best Practices Focus Paper: Communication Strategy and Synchronization. Staff study. May 2016.

Deputy Inspector General. *Report of Investigation: Tailhook 91 – Part 2, Events of the 35th Annual Tailhook Symposium*. Arlington, VA: Department of Defense Office of Inspector General, 1993. <https://apps.dtic.mil/dtic/tr/fulltext/u2/a269008.pdf>.

Deschamps, Marie, C.C. Ad.E. External Review Authority, External Review into Sexual Misconduct and Sexual Harassment in the Canadian Armed Forces. March 27, 2015.

DeWall, C. Nathan, and Brad J. Bushman. “Social Acceptance and Rejection: The Sweet and the Bitter.” *Current Directions in Psychological Science* 20, no. 4 (2011): 256-260. <http://www2.psych.ubc.ca/~schaller/308Readings/DeWall2011.pdf>.

- Dobbs, David. "Beautiful Teenage Brains." *National Geographic* 220, no. 4 (October 2011): 36-38,41-44,46-50,5356,58-59. <https://search-proquest-com.lomc.idm.oclc.org/docview/1441323778?accountid=14746>.
- Ficarrotta, J. Carl. "Are Military Professionals Bound by a Higher Moral Standard?" *Armed Forces & Society* 24, no. 1 (Fall 1997): 59-75.
- Fritz, Niki, and Bryant Paul. "From Orgasms to Spanking: A Content Analysis of the Agentic and Objectifying Sexual Scripts in Feminist, for Women, and Mainstream Pornography." *Sex Roles* 77, no. 9-10 (2017): 639-652. [doi://dx.doi.org.lomc.idm.oclc.org/10.1007/s11199-017-0759-6](https://dx.doi.org.lomc.idm.oclc.org/10.1007/s11199-017-0759-6). <https://search-proquest-com.lomc.idm.oclc.org/docview/1951230876?accountid=14746>.
- Harrison, Alexandra. "Nudge, Don't Thrust: The Application of Behavioral Law and Economics to America's Porn Addiction." *Texas Review of Law & Politics* 19, no. 2 (2015): 337-380. <https://search-proquest-com.lomc.idm.oclc.org/docview/1695019831?accountid=14746>.
- Headquarters Marine Corps Marine and Family Programs. *The Marine Corps Demographics Update*. Washington, D.C.: Headquarters Marine Corps, June 2017.
- Hilton, Donald, and Clark Watts. "Pornography Addiction: A Neuroscience Perspective." *Surgical Neurology International* 2, (2011): 19. [doi://dx.doi.org.lomc.idm.oclc.org/10.4103/2152-7806.76977](https://dx.doi.org.lomc.idm.oclc.org/10.4103/2152-7806.76977). <https://search-proquest-com.lomc.idm.oclc.org/docview/861086613?accountid=14746>.
- Kant, Immanuel. "Duties towards the Body in Respect of Sexual Impulse." *Lectures on Ethics [1775-1780]*. <http://www.stephenhicks.org/wp-content/uploads/2016/09/Kant-Sex-inclination-text.pdf>.

Kunaharan, Sajeev, Sean Halpin, Thiagarajan Sitharthan, Shannon Bosshard, and Peter Walla.

"Conscious and Non-Conscious Measures of Emotion: Do they Vary with Frequency of Pornography use?" *Applied Sciences* 7, no. 5 (2017): 1-17.

doi://dx.doi.org.lomc.idm.oclc.org/10.3390/app7050493. <https://search-proquest-com.lomc.idm.oclc.org/docview/1910807897?accountid=14746>.

Lambert, Nathaniel M., Sesen Negash, Tyler F. Stillman, Spencer B. Olmstead, and Frank D.

Fincham. "A Love that Doesn't Last: Pornography Consumption and Weakened Commitment to One's Romantic Partner." *Journal of Social and Clinical Psychology* 31, no. 4 (2012): 410-438.

doi://dx.doi.org.lomc.idm.oclc.org/10.1521/jscp.2012.31.4.410. <https://search-proquest-com.lomc.idm.oclc.org/docview/940978292?accountid=14746>.

Love, Todd, Christian Laier, Matthias Brand, Linda Hatch, and Raju Hajela. "Neuroscience of

Internet Pornography Addiction: A Review and Update." *Behavioral Sciences* 5, no. 3 (2015): 388-433. doi://dx.doi.org.lomc.idm.oclc.org/10.3390/bs5030388. <https://search-proquest-com.lomc.idm.oclc.org/docview/1721940870?accountid=14746>.

Luscombe, Belinda. "Porn and the Threat to Virility." *Time*, March 31, 2016.

<http://time.com/4277510/porn-and-the-threat-to-virility/>.

McIlhaney, Joe S. Jr, and Freda McKissic Bush. *Hooked: The Brain Science on How Casual Sex Affects Human Development*. Chicago: Northfield Publishing, 2019.

McIlhaney, Joe S. Jr, Freda McKissic Bush, and Stan Guthrie. *Girls Uncovered: New Research on What America's Sexual Culture Does to Young Women*. Chicago: Northfield Publishing, 2011.

- Ogden, Joslyn. *Institutions in Crisis: Tailhook '91 and the U.S. Navy*. The Kenan Institute of Ethics at Duke University.
- Orenstein, Peggy. "How Porn Is Changing a Generation of Girls." *Time*, March 31, 2016. <http://time.com/4277523/girls-sex-women-porn/>.
- Regnerus, Mark. *Cheap Sex: The Transformation of Men, Marriage, and Monogamy*. New York: Oxford University Press, 2017.
- Schein, Edgar H. "The Three Levels of Culture." In *Jossey-Bass Business and Management: Organizational Culture and Leadership (4th Edition)*, 23-33. Hoboken, NJ: Jossey-Bass, 2010.
- Schein, Edgar H. "How Leaders Embed and Transmit Culture." In *Jossey-Bass Business and Management: Organizational Culture and Leadership (4th Edition)*, 235-258. Hoboken, NJ: Jossey-Bass, 2010.
- Schneider, Benjamin, Mark G. Ehrhart, and William H. Macey. "Organizational Climate and Culture." *Annual Review of Psychology* 64 (2013): 361-388. doi: 10.1146/annurev-psych-113011-14380.
- Tenbrusel, Ann E., McKenzie R. Rees, and Kristina A. Diekmann. "Sexual Harassment in Academia: Ethical Climates and Bounded Ethicality." *Annual Review of Psychology* 70 (2019): 245-270. <https://www.annualreviews.org/doi/10.1146/annurev-psych-010418-102945>.
- Welch, Shyla Rae. "Strategies to Gain Moral Compliance in Discouraging the use of Pornography." Master's thesis, Regent University, 1999. <https://search-proquest-com.lomc.idm.oclc.org/docview/304571958?accountid=14746>.