

Given to HR Director on 12 Mar 16

12 March 2016

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Director of Human Resources
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171 Moultrie Street
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Subject: Resignation from Citadel Employment Effective Midnight 11 March 2016

1. I am delighted that we have reached a mutual agreement and based on this, I have decided to resign from The Citadel. I will be pursuing other endeavors in Charleston. I truly wish you and everyone else the very best! Working with the cadets has been a singular honor, and they are outstanding.
2. There are important issues that led to my decision to leave. These issues are so counter to the professional standards I lived for 4 years as a VMI Cadet and 20 years as a United States Air Force officer that I cannot continue at The Citadel. The environment grows more toxic daily, and the cadets deserve better. CAPT Paluso, the Commandant, continues to consistently demonstrate poor judgment and intentional mistreatment of both cadets and employees of The Citadel. The school's President shows his acquiescence in this behavior and has also harmed cadets and employees of the school.
3. Capt. Paluso expects the worse from cadets, and he reminds them that he has "eyes, ears and spies everywhere." Sometimes, he's the spy: This week he scheduled an 11:15 PM fire drill then hid behind a fence to catch cadets outside in improper uniform. It escapes me as to why a cadet should take time to put on a proper uniform when the mission is to quickly evacuate a burning barracks. This type of treatment is why more and more cadets continue to leave the cadet corps and flock to enroll in the Citadel civilian student programs.
4. Last semester, I surfaced a serious issue involving the commandant lying, and a group of TAC officers brought up the excessive work hours issue. The school president's published policy on employee work hours is blatantly ignored. Being required to work 70 plus hours a week is not uncommon. In August the entire Tactical staff worked about 30 continuous days without a single day off!
5. Most recently, CAPT Paluso admitted to initiating a clandestine and subversive investigation into Tango Company cadets. In fact, Tango was the only company, of four in the Battalion, investigated with a secret and ruthless approach toward cadets. The commandant directed that it be done in this manner, thereby denying cadet rights. I began receiving freshmen and upper-class cadet reports of investigator abuse/coercion immediately, and I raised concerns about harm to cadets and violations of cadet's rights. In fact, the lead investigator admonished LT Adcock for his unprofessional, inquisitorial, investigative approach. Even

more disturbing is the fact that honor accusations were levied against cadets who did not say what the investigator desired. Ironically, the same officer who improperly investigated, intimidated, and coerced cadets, is now their company Tactical Officer!

6. As I pointed out to you last semester, there are issues at the highest levels of The Citadel that show a serious lack of integrity and ethics. For example, it is now common knowledge that Lt General Rosa, CAPT Paluso and several VPs took massive pay raises, around \$40,000 each, while dedicated, long-standing employees have seen no real pay-raises for decades. As another Tactical Officer said, "We teach our cadet leadership to eat only after their troops have eaten... yet our "leaders" have locked everyone else out of the buffet line and they're eating all the crab legs!" How disappointing that the initial tactic of these officials, when questioned about raises, was to deny the FOIA request regarding this matter. After their actions were discovered, they led a poorly-executed "town-hall" meetings and made after-the-fact promises--there is no "duty, honor, and respect" in that. Most disappointing is that while this breach of trust was ongoing, we had cadets whose families could not afford to pay for them to continue at The Citadel. I sought alternative means (scholarships, grants, support from the alumni association, etc.) to help these cadets return. It is unconscionable that Citadel "leaders" took huge pay raises while we had cadets who could not return due to a \$3000 tuition shortfall. Termite-damaged rooms cannot be repaired and basic cadet needs are not met due to lack of funds, yet these "leaders" are increasing their own salaries. Shortly after these massive pay raises to the senior staff, CAPT Paluso sent an email to all 26 Tactical Officers extolling the virtues of selfless service to the school and said if anyone had pay complaints they could "vote with their feet".
7. Illegal drug use and devices to thwart drug tests are covered up by the administration, and there is no action taken to further identify improper activity. Known NCAA sports violations are covered up. The health, safety, and education of the cadets should be paramount--not the case here.
8. It is unconscionable that 3 Tactical Officers were suspended because "hydro details were too harsh," yet in July, a Tactical Officer found by CAPT Paluso to be in possession of naked pictures of a cadet was not suspended. We have Tactical Officers whose companies are in the national news for reprehensible conduct, yet no administrative action is taken. Last semester it was discovered that one cadet company had been falsifying weekend accountability reports for years so upper-class cadets could be off on weekends. No serious action was taken regarding cadets in this systemic breakdown of of the cadet honor system nor was their Tactical Officer held accountable.
9. Despite the above, there is one positive: the cadets wanting to be "leaders in all walks of life" are smart enough to recognize that senior administration leaders at the Citadel are setting the example of what NOT to do. There is value in that.

10. The Citadel is a very good school but it will never be great until the senior staff acts in an ethical manor and lives the ethos we tell our cadets to embrace.



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