

# Susan W. McCampbell

***Criminal justice practitioner, researcher and trainer with extensive experience in the corrections leadership and management. Local government experience includes four years of managing one of the nation's largest local jail systems, experience managing a large urban full service sheriff's office, criminal justice research and development in the areas of the mentally ill, disabled persons in the criminal justice system, workforce development, national jail priorities, and generations in the workplace, Experience as a Special Master for the Federal Court and as an expert witness.***

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**Education** Bachelor of Arts, Political Science, School of Government and Public Administration, The American University, Washington, D. C., 1971.  
Master of City and Regional Planning, School of Engineering and Architecture, The Catholic University of America, Washington, D. C., 1975.  
Certified Jail Manager, The Jail Manager Certification Commission, American Jail Association, May 1998 – October 2002.  
MBTI® Qualified, May 2004.

## Professional Experience

**President** Center for Innovative Public Policies, Inc. (CIPP) and McCampbell and Associates, Inc.  
1999 – Present  
Founder and president of CIPP, a not-for-profit Florida corporation specializing in criminal justice, law enforcement, public education and public health related topics. Firm provides services private foundations and to state and local units of government. Ms. McCampbell is on the faculty of the National Jail Leadership Command Academy, Correctional Management Institute of Texas, Sam Houston State University. Ms. McCampbell also provides expert litigative services for federal, state and local governments as well as the private bar.

Initiatives of CIPP include:

- Project development and management for a large urban school district;
- Curriculum development and training delivery to address staff sexual misconduct and responses to the Prison Rape Elimination Act for jails and law enforcement;
- Leadership development through production of books and articles, and provision of training, including faculty of the National Jail Leadership Command Academy.
- Improving public health through building bridges between law enforcement and syringe exchange advocates; and
- Workforce initiatives for criminal justice to include managing the multi-generational workforce, improving recruitment, retention, succession planning and leadership development in criminal justice agencies.

Go to [www.cipp.org](http://www.cipp.org) for description of these and other initiatives

**Special Master** March 2006 – Present Appointed by the Federal Court in April 2006 as Special Master in the matter of the United States of America v. Territory of the Virgin Islands addressing conditions of confinement in the Territory's prison and the jail for St. Croix.

**Chief Deputy/  
Acting Sheriff** Broward County Sheriff's Office, Fort Lauderdale, Florida  
September 1997 - January 1998 - Named Chief Deputy/Acting Sheriff upon the death of Sheriff Ron Cochran. Responsible for the day to day operations of the

3,400 member Sheriff's Office including corrections, law enforcement, communications, criminal investigation and all special operational activities associated with a major urban full-service Sheriff's office.

**Director/Corrections** January 1995 to September 1997, January 1998 - January 1999. Daily responsibility for the management of a large local jail system, including 1,600 employees, three jail facilities, 4,300 inmates, and an annual operating budget of \$110 million. Agency received initial accreditation from the Commission on Accreditation for Corrections in January 1996, and reaccreditation in 1999. Programs and services including booking, inmate classification, programs for incarcerated inmates, adult boot camp, inmate work programs, community work programs, pre-trial services, inmate medical and mental health services.

**Assistant Director/Corrections** August 1994 - January 1995 - Assistant Director/Community Corrections - supervised community corrections to include pre-trial services, work release, inmate community work programs, military-style offender boot camp and programs and services to county sentenced inmates.

**Commissioner** Criminal Justice Standards and Training Commission, Florida Department of Law Enforcement, State of Florida October 1995 – January 1999 - Appointed by Governor Lawton Chiles to the 19 member Commission that oversees all training and licenses for more than 70,000 law enforcement, correctional probation and corrections officers.

**Assistant Sheriff** Office of Sheriff, City of Alexandria, Virginia  
May 1983 - July 1994 - Directed inmate classification, mental health services, and alternatives to incarceration, work release, electronic monitoring, inmate programs, community volunteers, and the unit counselor program. Detention Center is a 343-bed direct supervision facility with an average daily population of 530. May 1983 - January 1993 - Responsible for Administrative services Division, directed all administrative duties including personnel related activities (recruitment, testing, hiring, training, training officer program), budget and fiscal management, fleet management, public information, planning and research, inmate accounts and canteen, and policy and procedure development and implementation.

**Program Director** Police Executive Research Forum, Washington, D. C.  
October 1981 - May 1983 - Program Director for the Forum's participation in standards development and implementation for the national law enforcement accreditation project. Responsibilities included research to develop standards, drafting of policies and procedures relating to the accreditation process, liaison with staff and members of the Commission on Accreditation for Law Enforcement Agencies, Inc.

**Director/Public Safety** Northern Virginia Planning District Commission, Annandale, Virginia  
August 1973 - October 1981- Public Safety Division Director - responsible for conducting all tasks associated with the Commission's regional public safety program, including staffing the Northern Virginia Criminal Justice Advisory Council and its subcommittees, primary staff support to the Northern Virginia Chiefs of Police Commission, and the Northern Virginia Sheriffs' Association.

**Research Assistant** Brookings Institution, Washington, and D. C.  
August 1971 - September 1972 - Research Assistant assigned to a project to develop evaluation criteria for projects funded by the Law Enforcement Assistance Administration, U. S. Department of Justice.

**SELECTED PUBLICATIONS [Complete list upon request.]**

Leslie Leip, Jeanne B. Stinchcomb and Susan W. McCampbell, Special Report: Selected Findings From the National Jail Workforce Survey – Employee Recruitment and Retention, September 2009, for the U. S. Dept. of Justice, Office of Justice Programs, Bureau of Justice Assistance. <http://www.cipp.org/pdf/BJA-Jails-Workforce-Monograph-final9-28-09.pdf>

Susan W. McCampbell, Jeanne B. Stinchcomb and Leslie Leip, “The Sheriff’s New Workforce Challenges: Retaining and Motivating Jail Employees”, *Sheriff*, July/August 2009, page 58.

Jeanne B. Stinchcomb and Susan W. McCampbell, “The 21<sup>st</sup> Century Jail Workforce”, *American Jails*, Vol. XXIII, No. 2, May/June 2009, pg. 15.

Susan W. McCampbell, “What the Prison Rape Elimination Act Means to Law Enforcement and CALEA”, CALEA Update, Issue 100, June 2009, p. 7.

Jeanne B. Stinchcomb, Susan W. McCampbell, Leslie Leip (2009) The Future is Now: Recruiting, Retaining and Developing the 21<sup>st</sup> Century Jail Workforce, Center for Innovative Public Policies, Inc. for the U. S. Dept. of Justice, Office of Justice Programs, Bureau of Justice Assistance. (To be published in 2009) <http://www.cipp.org/futureisnow.html>

Jeanne B. Stinchcomb and Susan W. McCampbell (2008), Jail Leaders Speak: Current and Future Challenges to Jail Operations and Administration: A Summary Report to the Bureau of Justice Assistance, Center for Innovative Public Policies, Inc., Naples, Florida. <http://www.cipp.org/pdf/FocusGroupReport.pdf>

Jeanne B. Stinchcomb and Susan W. McCampbell, “The State of Our Nation’s Jails 25 Years Later” Identifying Current Jail Challenges,” *American Jails*, Vol. XXI, No. 6, January/February 2008, pg. 15.

Barbara Owen, Susan W. McCampbell, James Wells, *Staff Perspectives: Sexual Violence in Adult Prisons and Jails*, U. S. Department of Justice, National Institute of Corrections, June 2007, Volume 2. [http://www.spr.org/pdf/Investigation\\_Sexual\\_Assaults\\_in\\_Correctional\\_Facilities.pdf](http://www.spr.org/pdf/Investigation_Sexual_Assaults_in_Correctional_Facilities.pdf)

Susan W. McCampbell, “Recruiting and Retaining Jail Employees: Money Isn’t the Long-Term Solution”, *American Jails*, May/June 2006, page 9.

Jeanne B. Stinchcomb, Susan W. McCampbell, Elizabeth P. Layman, *Building the Workplace for the Future: 21<sup>st</sup> Century Challenges for Community Corrections*, in Topics for Community Corrections, Annual Issue 2005, Developing Tomorrow’s Leaders and Managers, U. S. Department of Justice, National Institute of Corrections, pg. 11. <http://www.nicic.org/library/period284>

Jeanne B. Stinchcomb, Susan W. McCampbell, Elizabeth P. Layman, 2006, FutureForce: A Guide to Building the 21st Century Community Corrections Workplace, U. S. Department of Justice, National Institute of Corrections. <http://nicic.org/Downloads/PDF/Library/021799.pdf>

Susan W. McCampbell, Gender-Responsive Strategies for Women Offenders: The Gender-Responsive Strategies Project: Jail Applications, U. S. Department of Justice, National Institute of Corrections, April 2005. <http://www.nicic.org/Library/020417>

Susan W. McCampbell and Paula N. Rubin, “Effectively Managing a Multi-Generational Workforce in Corrections: A Training Curriculum”, National Institute of Corrections, March 2004. <http://www.nicic.org/Library/019950>

Susan W. McCampbell and Jeanne B. Stinchcomb, “From Organizational Management to Inspirational Leadership: Changing Roles and Training Implications for Newly Elected Sheriffs,” *Sheriff*, January – February, 2004, 18.

Susan W. McCampbell and Elizabeth P. Layman, Preventing and Addressing Staff Sexual Misconduct in Community Corrections: A Training Program for Agency Administrators, National Institute of Corrections, March 2004

Susan W. McCampbell, Jeanne B. Stinchcomb and Elizabeth P. Layman, Needs Assessment of the National Sheriffs' Institute: A Report to the Jails Division of the National Institute of Corrections, Center for Innovative Public Policies, Inc. November 2003.

Susan W. McCampbell, Maureen Buell, Elizabeth Layman and Brenda V. Smith, "Addressing Sexual Misconduct in Community Corrections," *Perspectives: The Journal of the American Probation and Parole Association*, Vol. 27, Number 2, Spring 2003, page 26.

Stinchcomb, Jeanne B., and Susan W. McCampbell, *Final Report: National Institute of Corrections FY 2001 Cooperative Agreement # 01PGIR05 Assessment of NIC's Executive Leadership Training Program for Women*, National Institute of Corrections, January 1, 2003 <http://www.nicic.org/pubs/2003/018781.pdf>

Susan W. McCampbell, Elizabeth P. Layman, and Paula N. Rubin, Investigating Allegations of Staff Sexual Misconduct with Inmates In a Jail Setting A Training Program for Administrators and Investigators, National Institute of Corrections, March 2003

Susan W. McCampbell, Elizabeth P. Layman, and Paula N. Rubin, Staff Sexual Misconduct with Inmates: Implications for Jail Administrators: A Training and Technical Assistance Handbook, National Institute of Corrections, March 2003

Susan W. McCampbell, "Making Successful New Wardens," Corrections Today, October 2002, page 130.

Susan W. McCampbell, "So You Want to Be the Boss: Tips for Becoming a Jail Administrator," *American Jails*, September/October 2002, pg. 17

Susan W. McCampbell and Larry S. Fischer, Staff Sexual Misconduct with Inmates: Policy Development Guide for Sheriffs and Jail Administrators, National Institute of Corrections, August 2002. <http://www.cipp.org/SSMPolicy/index.html>

Susan W. McCampbell, Marie E. Hall, Elizabeth P. Layman, 2002, Resource Guide for Newly Appointed Wardens, U. S. Department of Justice, National Institute of Corrections,. <http://www.cipp.org/survival/Introduction.pdf>

"Investigating Allegations of Staff Sexual Misconduct with Inmates", *Sheriff Magazine*, November – December 2001, page 20.

"Mental Health Courts: What Sheriffs Need to Know", *Sheriff*, March – April 2001, page 40.

"Training Curriculum for Investigating Allegations of Staff Sexual Misconduct with Inmates", Susan W. McCampbell and Elizabeth P. Layman, Center for Innovative Public Policies, Inc., October 2000. <http://www.nicic.org/Library/016804>

"Finding Friends in the Right Places: Coalitions to Address the Mentally Ill in Jails", *American Jails*, Vol. XIII, Number 3, July/August, 1999, p. 52.

A Jail Boot Camp Program: Broward Sheriff's Office," Juvenile and Adult Boot Camps, American Correctional Association, Lanham, Maryland, 1996.

Paula N. Rubin and Susan W. McCampbell, The Americans With Disabilities Act and Criminal Justice: Mental Disabilities and Corrections, National Institute of Justice, United States Department of Justice, September 1995. <http://www.nicic.org/Library/serial479>

Paula N. Rubin and Susan W. McCampbell, The Americans With Disabilities Act and Criminal Justice: Providing Inmate Services, National Institute of Justice, United States Department of Justice, July 1994. <http://www.ncjrs.org/txtfiles/amdisact.txt>