

Susan W. McCampbell

Criminal justice practitioner, policymaker, and researcher, with extensive experience in corrections and criminal justice system leadership. Local government experience includes: four years of managing one of the nation's largest local jail systems and managing a full service urban sheriff's office. Experience as a Federal Court Special Master, Court Monitor, and expert witness in correctional practices. Significant experience in: conducting and managing criminal justice and corrections operations, and workforce and leadership development.

Education

Bachelor of Arts, Political Science, School of Government and Public Administration, The American University, Washington, D. C.

Master of City and Regional Planning, School of Engineering and Architecture, The Catholic University of America, Washington, D. C.

Certified Jail Manager (CJM), The Jail Manager Certification Commission, American Jail Association, May 1998 – October 2002, May 6, 2013 award CJM, Life.

MBTI® Qualified, May 2004.

Awards

Francis R. "Dick" Ford Distinguished Service Award: For exceptional leadership, vision, and commitment to the professional advancement of local corrections and support of the American Jail Association, April 2018.

EPIC Award – Exceptional People Impacting the Community – The Mental Health Association of Broward County, 1998.

Professional Memberships

American Jail Association, Life Member

Texas Jail Association, Life Member

National Association for Civilian Oversight of Law Enforcement

Professional Experience

**President Center for Innovative Public Policies, Inc. (CIPP) and McCampbell and Associates, Inc.
January 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 a faculty member of the National Jail Leadership Command Academy, Correctional Management Institute of Texas, Sam Houston State University.

McCampbell and Associates, Inc. provides expert litigative services for federal, state and local governments as well as the private bar. McCampbell and Associates has worked with the Department of Justice, Civil Rights Division, and the Department of Homeland Security, Office of Civil Rights and Liberties to conduct investigations, develop findings, and provide recommendations.

Initiatives of CIPP include:

- Project development and management for a large urban school district;
- Partnership with the National PREA Resource Center to provide training and technical assistance, as well as subject matter expertise;
- Curriculum development and training delivery to address staff sexual misconduct and responses

Updated 12.21.22

- to the Prison Rape Elimination Act for jails and law enforcement funded by both the U. S. Dept. of Justices Bureau of Justice Assistance and the National Institute of Corrections;
- Leadership development through production of books and articles, and provision of training, including lead faculty of the National Jail Leadership Command Academy.
- Developed the Jail Employee Recruitment and Retention Resource Center <http://www.cipp.org/jail-employee-recruitment--retention-resource-center.html> to provide organizations with information, examples, and strategies to improve recruitment and retention of jail employees.
- Developed core competencies and mentorship programs with BJA funding <http://www.cipp.org/jail-mentoring-program.html> and <http://www.cipp.org/summary-of-core-competencies.html>
- Development of tool kits to assist jail leaders, including:
 - Strategies to Implement and To Improve Jail Correctional Officer (CTO) Programs, <http://www.cipp.org/uploads/3/7/5/7/37578255/cippjanuary2020jtp.pdf>
 - Jump Start Your Jail's Leadership Development http://www.cipp.org/uploads/3/7/5/7/37578255/cipp_jump_start_leadership_development_3_28_19.pdf
 - Root Cause Analysis to Improve Jail Safety: Getting Past Blame [http://www.cipp.org/uploads/3/7/5/7/37578255/rca_cipp_4_25_2019\[5270\]_1.pdf](http://www.cipp.org/uploads/3/7/5/7/37578255/rca_cipp_4_25_2019[5270]_1.pdf)
 - The Jail Correctional Training Officer (CTO)/Field Training Officer (FTO) Program <http://www.cipp.org/uploads/3/7/5/7/37578255/cippjanuary2020jtp.pdf>
- Improvement of public health through building bridges between law enforcement and public health entities funded by the Kaiser Family Foundation; 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, and responses to the Prison Rape Elimination Act (PREA) of 2003.

Go to www.cipp.org for description of these and other initiatives.

Federal Court Monitor – September 2018 – Present. Serves as use of force monitor for U.S. v. County of Los Angeles and Los Angeles County Sheriff. Reviews uses of force, examines compliance with Court agreements, and reports to the lead monitor.

Federal Court Monitor May 2013 – December 2022. Served as the lead Federal Court Monitor to oversee a consent agreement and a settlement agreement, the U. S. Dept. of Justice v. Miami-Dade County. Directed a team of subject matter expert sub-monitors; produced fifteen compliance reports; collaborated and coordinated compliance efforts with the County; reported to the Federal Court.

Federal Court Monitor September 2013 – June 2019. Served as a Federal Court Monitor in the matter of the Consent Judgment between the LaShawn Jones et. al. vs. Sheriff. Co-authored ten compliance reports to the Federal Court, collaborated with community groups, worked with jail personnel to achieve and document compliance.

Court Appointed Monitor February 2012 – April 2018. Served as the lead Court Monitor to oversee a private settlement agreement involving the county jail in Passaic County, New Jersey. Produced eight compliance reports, worked with the County to achieve and sustain compliance. Directed a team of subject matter expert sub-monitors.

Federal Court Monitor May 2010 – January 2017. Served as a Court Monitor to oversee the settlement agreement between the U. S. and Cook County, Illinois and the Cook County Department of Corrections. Case dismissed by Federal Court pursuant to defendants achieving and maintaining substantial compliance with the provisions of the Agreed Order. Authored thirteen compliance reports to the Court.

Special Master March 2006 – February 2012. Appointed by the Federal Court 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 on St. Croix. Developed compliance strategies, worked with the Territory to achieve compliance, provided on-site technical assistance, reported to the Court.

Broward County, Florida, Sheriff's Office

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. Responsible for the daily operation of a facility with an average daily population of 750.

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 the training and licensing 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 PERF'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 Recent Publications (For a full list of publications, email susanmccampbell@cipp.org)

Susan W. McCampbell, "Consequences of the Invisible Jail: Embracing a Community-Connected Jail," American Jails, March/April 2022, page 21,
[http://www.cipp.org/uploads/3/7/5/7/37578255/consequences_of_the_invisible_jail_embracing_a_commun...\[33192\].pdf](http://www.cipp.org/uploads/3/7/5/7/37578255/consequences_of_the_invisible_jail_embracing_a_commun...[33192].pdf)

Mary B. Earley and Susan W. McCampbell, "Contracting Health Care: Getting What you Pay For in a CQI Environment" in *Public Health Behind Bars from Prisons to Communities*, Second Edition, Robert B. Greifinger, Editor, Springer, 2021, page 105.

Susan W. McCampbell, "Root Cause Analysis to Improve Care: Getting Past Blame," in *Public Health Behind Bars from Prisons to Communities*, Second Edition, Robert B. Greifinger, Editor, Springer, 2021, page 209.

Susan W. McCampbell, How Transparent and Accountable is Your Jail?, *American Jails*, March/April 2021, page 21, [http://www.cipp.org/uploads/3/7/5/7/37578255/2021_ma_mccampbell_how_transparent_and_accountable_is_your_jail\[11135\].pdf](http://www.cipp.org/uploads/3/7/5/7/37578255/2021_ma_mccampbell_how_transparent_and_accountable_is_your_jail[11135].pdf)

Susan W. McCampbell, The Next Jail Epidemic: Staffing, *American Jails*, November/December 2020, page 53, <http://www.nationaljailacademy.org/documents/resources/recruitment-retention/the-next-jail-epidemic-staffing.pdf>

Susan W. McCampbell and Michael S. McCampbell, Strategies to Implement and To Improve Jail Correctional Officer (CTO) Programs, Center for Innovative Public Policies, Inc., January 2020, <http://www.cipp.org/uploads/3/7/5/7/37578255/cippjanuary2020jtp.pdf>

Susan W. McCampbell and Mary E. Earley, Root Cause Analysis to Improve Jail Safety: Getting Past Blame, April 2019, Center for Innovative Public Policies, Inc. [http://www.cipp.org/uploads/3/7/5/7/37578255/rca_cipp_4_25_2019\[5270\].pdf](http://www.cipp.org/uploads/3/7/5/7/37578255/rca_cipp_4_25_2019[5270].pdf)

Susan W. McCampbell, Jump Start Your Jail's Leadership Development, March 2019, Center for Innovative Public Policies, Inc., Naples, Florida, <http://www.cipp.org/jump-start-leadership-development.html>

Susan W. McCampbell, "Core Competencies and Jail Leadership: Reduce Jail-Related Liability Risks", *American Jails*, January/February 2019, page 53, [http://www.cipp.org/uploads/3/7/5/7/37578255/21_reduce_jail-rel...\[3525\].pdf](http://www.cipp.org/uploads/3/7/5/7/37578255/21_reduce_jail-rel...[3525].pdf)

Susan W. McCampbell and Leon Valquier, "Core Competencies and Jail Leadership: Establish Organizational Authority, Role, and Responsibilities", *American Jails*, November/December 2018, page 47, http://www.cipp.org/uploads/3/7/5/7/37578255/11_establish_authority.pdf

Susan W. McCampbell and Genie I. Elton, "Core Competencies and Jail Leadership: Effective Communications," *American Jails*, September/October 2018, page 43, http://www.cipp.org/uploads/3/7/5/7/37578255/5_communicate_effectively.pdf

Susan W. McCampbell, "Core Competencies and Jail Leadership: Positive Organizational Culture", *American Jails*, July/August 2018, page 43, http://www.cipp.org/uploads/3/7/5/7/37578255/7_positive_organizational_culture.pdf

Susan W. McCampbell and Anthony Yeber, "Core Competencies and Jail Leadership: Self-Awareness and Professional Commitment," *American Jails*, May/June 2018, page 35 http://www.cipp.org/uploads/3/7/5/7/37578255/10_self-awareness_professional_commitment.pdf

Jeanne B. Stinchcomb and Susan W. McCampbell, Resource Guide for Newly Appointed Warden, Second Edition, 2017, U. S. Department of Justice, National Institute of Corrections <http://www.cipp.org/uploads/3/7/5/7/37578255/nicresourceguide2017.pdf>

Susan W. McCampbell and Steve Timmons, "Core Competencies and Jail Leadership: Manage Power and Influence," *American Jails*, March/April 2018, page 27, http://www.cipp.org/uploads/3/7/5/7/37578255/16_manage_power_and_influence.pdf

Susan W. McCampbell and Penelope Sapp, "Core Competencies and Jail Leadership: Inmate and Facility Management," *American Jails*, January/February 2018, page 33 http://www.cipp.org/uploads/3/7/5/7/37578255/19_inmate_facility_management.pdf

Susan W. McCampbell and Melissa McClellan, "Core Competencies and Jail Leadership: Manage Labor Relations," *American Jails*, November/December 2017, page 45, http://www.cipp.org/uploads/3/7/5/7/37578255/15_manage_labor_relations.pdf

Susan W. McCampbell and John W. Johnson, Sr., "Core Competencies and Jail Leadership: Jail's Role in the Criminal Justice System," *American Jails*, September/October 2017, page 35, http://www.cipp.org/uploads/3/7/5/7/37578255/12_jails_role_in_cj_system.pdf

Susan W. McCampbell and Jeffrey S. Warren, "Core Competencies and Jail Leadership: Strategic Planning," *American Jails*, July/August 2017, page 37, http://www.cipp.org/uploads/3/7/5/7/37578255/9_strategic_planning.pdf

Susan W. McCampbell and Malik Muhammad, "Core Competencies and Jail Leadership: Critical Thinking: Solving the Real Problem," *American Jails*, May/June 2017, page 45, http://www.cipp.org/uploads/3/7/5/7/37578255/1_critical_thinking.pdf

Susan W. McCampbell and Lynni O'Haver, "Core Competencies and Jail Leadership: Understanding, Assessing, and Managing Emerging Technology: The Jail Leader's Responsibility," *American Jail*, March/April 2017, page 31, http://www.cipp.org/uploads/3/7/5/7/37578255/22_managing_emerging_technology.pdf

Susan W. McCampbell, "Core Competencies and Jail Leadership: Mentoring and Coaching Others," *American Jails*, January/February 2017, page 47, http://www.cipp.org/uploads/3/7/5/7/37578255/4_mentoring_and_coaching_others.pdf

Susan W. McCampbell, "Core Competencies and Jail Leadership: Becoming a Full Partner with Human Resources," *American Jail*, November/December 2016, page 41, http://www.cipp.org/uploads/3/7/5/7/37578255/18_human_resources.pdf

Susan W. McCampbell, "Core Competencies and Jail Leadership: The Physical Plant and Infrastructure: the Jail Leader's Responsibilities," *American Jail*, September/October 2016, page 41, http://www.cipp.org/uploads/3/7/5/7/37578255/20_physical_plant_management.pdf

Susan W. McCampbell, "Core Competencies and Jail Leadership: Organizational Accountability: The Real Breakfast of Champions," *American Jails*, July/August 2016, page 35, http://www.cipp.org/uploads/3/7/5/7/37578255/2_organizational_accountability.pdf

Susan W. McCampbell, "Core Competencies and Jail Leadership: Time Management is Managing Yourself," *American Jails*, Volume XXIX Number 2, May/June 2016, page 35, http://www.cipp.org/uploads/3/7/5/7/37578255/17_time_management.pdf

Susan W. McCampbell, "Core Competencies and Jail Leadership: Vision and Mission: If You Don't Know Where You are Going ... You Are Already There," *American Jails*, Volume XXIX Number 1, March/April 2016, page 37, http://www.cipp.org/uploads/3/7/5/7/37578255/8_vision_organization_mission.pdf

Susan W. McCampbell, "Core Competencies and Jail Leadership: Fiscal Management," *American Jails*, Volume XXIX, Number 6, January/February 2016, page 51, http://www.cipp.org/uploads/3/7/5/7/37578255/6_fiscal_resources.pdf

Susan W. McCampbell, "Core Competencies and Jail Leadership: The Jail and Your External Environment," *American Jails*, Volume XXIX, Number 5, November/December 2015, page 55, http://www.cipp.org/uploads/3/7/5/7/37578255/3_external_stakeholders.pdf

Susan W. McCampbell, "Core Competencies and Jail Leadership: Managing Change," *American Jails*, Volume XXIX, Number 4, September/October 2015, page 37, http://www.cipp.org/uploads/3/7/5/7/37578255/14_change_no_ads.pdf

Susan W. McCampbell, "Core Competencies and Jail Leadership: Decision-Making," *American Jails*, Volume XXIX, Number 3, July/August 2015, page 45, http://www.cipp.org/uploads/3/7/5/7/37578255/13_sound_decisions_no_ads.pdf

Jeanne B. Stinchcomb, Cindy J. Smith, Susan W. McCampbell, Christina Mancini, National Jail Succession Planning and Leadership Development Project: Identifying Core Competencies and Required Knowledge, Skills, and Abilities (KSAs) for Jail Leaders: Methods and Outcomes, U.S. Dept. of Justice, Bureau of Justice Assistance (Cooperative Agreement No. 2009-D2-BX-K006), June 6, 2011 http://www.cipp.org/uploads/3/7/5/7/37578255/final_6.6.11bja-jails_mentoring-core_competencies.pdf

Jeanne B. Stinchcomb and Susan W. McCampbell, "Succession Planning: A Leader's Most Legacy", *American Jails*, May/June 2010, page 9.

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, Susan W. McCampbell, Leslie Leip (2009) *The Future is Now: Recruiting, Retaining and Developing the 21st Century Jail Workforce*, Center for Innovative Public Policies, Inc. for the U. S. Dept. of Justice, Office of Justice Programs, Bureau of Justice Assistance. <http://www.cipp.org/uploads/3/7/5/7/37578255/developingthe21stcenturyjailworkforce05302011.pdf>

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.

Barbara Owen, Susan W. McCampbell, James Wells, Staff Perspectives: Sexual Violence in Adult Prisons and Jails: Investigating Sexual Assaults in Correctional Facilities, U. S. Department of Justice, National Institute of Corrections, June 2007, Volume2. [http://www.spr.org/pdf/Investigation Sexual Assaults in Correctional Facilities.pdf](http://www.spr.org/pdf/Investigation%20Sexual%20Assaults%20in%20Correctional%20Facilities.pdf)

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://www.cipp.org/uploads/3/7/5/7/37578255/021799.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.

Susan W. McCampbell and Joanne S. Valdes, "Curriculum: National Sheriffs' Institute", for the National Institute of Corrections, June 2005.

McCampbell, Susan W. and Paula N. Rubin, *Effectively Managing a Multi-Generational Workforce in Corrections: A Training Curriculum*, U. S. Dept. of Justice, National Institute of Corrections, March 2004, updated 2007.

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, 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 and Larry S. Fischer, Staff Sexual Misconduct with Inmates: Policy Development Guide for Sheriffs and Jail Administrators, National Institute of Corrections, August 2002.

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

Susan W. McCampbell and Elizabeth P. Layman "Training Curriculum for Investigating Allegations of Staff Sexual Misconduct with Inmates", Center for Innovative Public Policies, Inc., October 2000.

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.

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.

Susan W. McCampbell
1880 Crestview Way, Naples, Florida 34119
Email : susanmccampbell@cipp.org
Web : www.cipp.org
Telephone (954) 856-7913

Updated 12 20 2022