

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.

Award

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.

Professional Memberships

American Jail Association, Life Member

Texas Jail Association, Life Member

American Probation and Parole Association, Board of Directors (2012- 2014)

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 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 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.

Updated 11.12.20

- Development of 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 (under development) <http://www.cipp.org/jail-corrections-trainingfield-training-programs.html>
- Partner with the American Probation and Parole Association to develop and implement www.discovercorrections.com
- 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.

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

Court Monitor – September 2018 – Present. Serves as use of force monitor for U.S. v. County of Los Angeles and Los Angeles County Sheriff.

Federal Court Monitor May 2013 – Present. Serves as the lead Court Monitor to oversee the consent agreement and settlement agreement, the U. S. Dept. of Justice v. Miami-Dade County.

Federal Court Monitor September 2013 – June 2019. Served as a Federal Court Monitor to oversee the Consent Judgment between the LaShawn Jones et. al. vs. Marlin Gusman. www.nolajailmonitors.org

Court 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.

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.

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.

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 Publications

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, Listening to Your Employees: Advice from Emerging Leaders, American Jails, July/August 2020, pg. 21, <https://online.flipbuilder.com/wttx/nqxm/mobile/index.html>

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/cippjanuary2020itp.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

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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,

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Susan W. McCampbell, "Core Competencies and Jail Leadership: Becoming a Full Partner with Human Resources," *American Jail*, November/December 2016, page 41,

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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,

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Susan W. McCampbell, "Core Competencies and Jail Leadership: Organizational Accountability: The Real Breakfast of Champions," *American Jails*, July/August 2016, page 35,

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Susan W. McCampbell, "Core Competencies and Jail Leadership: Time Management is Managing Yourself," *American Jails*, Volume XXIX Number 2, May/June 2016, page 35,

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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

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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,

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Susan W. McCampbell, "An Obligation to Grow Leaders: Guest Editorial" *American Jails*, Volume XXIX, Number 1, March/April 2015, page 5.

Susan W. McCampbell, "Priorities of the Day," *American Jails*, January/February 2013, page 15.

Susan W. McCampbell, "Discovering Corrections in a Sheriff's World", *Sheriff*, September/October 2012, page 54.

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

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.

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 21st 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.

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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.

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.

Jeanne B. Stinchcomb and Susan W. McCampbell, "Raising the Research Profile," *Corrections Today*, Vol. 70, No. 1, February 2008, pg. 72.

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, Volume 2.

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

Susan W. McCampbell, "Gender-Responsive Strategies for Women Offenders: The Gender-Responsive Strategies Project: Jail Applications, Part III, *American Jails*, January/February 2006, page 14.

Susan W. McCampbell, "Gender-Responsive Strategies for Women Offenders: The Gender-Responsive Strategies Project: Jail Applications, Part II, *American Jails*, November/December 2005, page 15.

Susan W. McCampbell, "Gender-Responsive Strategies for Women Offenders: The Gender-Responsive Strategies Project: Jail Applications, Part I, *American Jails*, September/October 2005, page 30.

Jeanne B. Stinchcomb, Susan W. McCampbell, Elizabeth P. Layman, Building the Workplace for the Future: 21st

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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>

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Susan W. McCampbell and Allen L. Ault, "Lessons Learned, Miles to Go, Preventing Staff Sexual Misconduct with Offenders", *American Jails*, January/February 2005, Volume XVIII/Number 6, page 37.

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McCampbell, Susan W. and Paula N. Rubin, *Effectively Managing a Multi-Generational Workforce in Corrections: A Training Curriculum*, National Institute of Corrections, March 2004. <https://nicic.gov/library/025268>

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. <http://nicic.gov/Library/020275>

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.

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

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Paula N. Rubin and Susan W. McCampbell, "Needle Exchange Programs: The Bottom Line for Jails," *American Jails*, Vol. XIV, Number 2, May/June 2000.

Susan W. McCampbell, "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.

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Susan W. McCampbell, "ADA and Local Corrections: Implications for Personnel", The State of Corrections, Proceedings of the ACA Annual Conference, 1993, Laurel, Maryland, American Correctional Association, 1994, page 36 ff.

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Susan W. McCampbell, "Direct Supervision: Looking for the Right People," *American Jails*, Vol. IV, No. 4, 1990, page 68.

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

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