

RESUME

Camille Graham Camp

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Education

B.A., *cum laude*, Meredith College, Raleigh, N.C., English with minors in Sociology and Education

M.A., University of South Carolina, Columbia, S. C., Counseling Psychology

Post-masters study as Ph.D. candidate, University of South Carolina, Counselor Education with cognate in Criminal Justice

Advanced Seminars in Strategic Management in Corrections
Wharton School of Business, University of Pennsylvania

Employment History

1981-Present Co-President, Criminal Justice Institute, Inc.

Major activities: Project Director and Program Director of national and state projects involving planning, operational assessments, research, writing, publishing, technical assistance, needs assessments, feasibility studies, management information system development and implementation, staffing analysis, management analysis, operational program planning, architectural planning, training, policy and procedure development.

Facility Planning and Improvement: Conducted studies of the operation and management of the Washington State Prison (Walla Walla), the Michigan State Prison (Jackson the Georgia State Prison, (Reidsville, GA). master planning of the state of Wyoming's corrections department, master planning of the Philadelphia Prison System, planning of facilities for the Monroe County Jail Complex (New York), needs assessment for Nassau County Jail Complex (New York). During appointments in South Carolina, design assistance and activation of SC Youth Services' maximum security Intensive Care Units facilities, renovations to the Maximum Security Center, and design assistance for medium security prison; in Arizona, participation in and oversight of design, programming, staffing and activation of 2000 bed facility in Perryville, major renovations of the Arizona State Prison Central and North Units plus two prisons added to the complex, renovation and activation of a women's facility retrofitted from a hotel, and renovation of jail facility in Prescott, Arizona.

Staffing analyses: conducted staffing analyses in Nassau County, Monroe County, Westchester County, all in New York State, Philadelphia County in Pennsylvania and Brevard County in Florida. Staffing analyses as exclusive projects in state systems include five prisons in Indiana, nine prisons in Florida, four facilities in Arizona and four prisons in Utah. Other state assessments and a number of expert witness cases have included staffing work. Ms. Camp is currently conducting a project for the National Institute of Corrections to analyze and rewrite NIC's manual on conducting staffing studies and analyses for prisons

and jails. This project will also include the staffing of special populations, which include women's prisons, mental health facilities and medical facilities.

Production of National Conferences for the Department of Justice: construction, renovation, or planning of correctional boot camps; truth in sentencing; programs and facilities for violent offenders, programs and facilities for juvenile offenders, substance abuse programming; privatization of prisons; grants management.

Information Collection and Dissemination: Developed 20 years of collected state-by-state prison system information updated and published annually in *The Corrections Yearbook*.

Major Studies: Researched and published studies on the following topics: prison riots, the nature and extent of prison gangs in the USA, gang management, management of crowded prisons, privatization of prisons and prison services; management of the aging, infirm, chronically ill and terminally ill prisoners; perimeter security, correctional contracting; staff retention; coed group counseling; assessment of markets for correctional services, products and facilities; prison industries; therapeutic communities; substance abuse services; correctional revenue potentials; prison visitation issues, actual costs of corrections, costs of probation supervision, management information for criminal justice systems; technical assistance development.

1985-Present Co-Executive Director, Association of State Correctional Administrators

Major Responsibilities

- Oversee the operation of the Executive Office and its staff;
- Provide staff support for the Executive Committee and the 14 standing ASCA committees;
- Edit and publish ASCA's monthly newsletter, *Corrections Directions*;
- Plan and conduct annually two training programs for newly appointed correctional administrators and one national training program for all members;
- Plan and carry out two national meetings each year;
- Direct national projects;
- Research correctional issues;
- Respond to requests from individual members;
- Provide support to individual members;
- Stay current with state and national correctional issues; and
- Collect and share information with all members.
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Major Accomplishments

- Trained more than 200 newly appointed directors of corrections;
- Trained more than 40 directors annually over the past 20 years;
- Published the monthly newsletter for 20 years;
- Helped frame national legislation supportive of corrections;
- Collected and disseminated best practice information to members; and
- Directed major projects and studies on:
 - Produced and implementing a national set of Outcome-Based Performance Measures for Corrections (2001- Present);
 - Best Practices in Corrections (2002) (2004);
 - Uniform Policies and Procedures for Victim Services (2001);
 - Preferred Ways of Contracting with the Private Sector (2000);
 - Proven Methods for Monitoring Contracts with the Private Sector (2000);
 - Options Available for Financing Prison Construction (1999); and
 - Ways to Reduce Turnover of Correctional Officers (1989).

1978-1981 Deputy Director, Adult Corrections, Arizona Department of Corrections

Major responsibilities: supervision of adult prisons, planning new facilities, overseeing design and construction of renovations and additions to existing prisons and new prisons, community services, parole, adult administrative systems (classification, discipline, grievances, policy and procedure, interstate compact, contracts, and accreditation), correctional industries; adult corrections budget; communication with state legislature, Arizona law enforcement agencies, community service organizations, and the news media.

Major accomplishments: building/renovating six prisons, developing a training academy within the community college system; revising functions (policy and procedure development, inmate grievance mechanism, discipline system, classification system, radio and emergency communication systems, academic and vocational education, inmate pay plan, and personnel classification); establishing the correctional accreditation process; formulating operational program, staffing patterns and logistics for new prisons; supervising the transition/activation of three prisons; managing Arizona's lawsuit on overcrowding, classification, discipline and other conditions; controlling population under two conflicting court orders for population ceilings and mandatory intake.

1977-1978 Warden, Maximum Security Center, South Carolina Department of Corrections

Major responsibilities: direction and supervision of the agency's most violent and escape prone male felons; development of effective programs and services; devising stringent maximum security procedures; managing institutional budget; maintaining and improving the physical plant; training officers for high stress performance.

Major accomplishments: first female warden of a male maximum security facility; reduction of escapes, stabbings, assaults; renovation of an antiquated facility to provide heightened security with decreased use of physical restraints.

1972-1977 Unit Supervisor of Maximum Security and Director of Social Services, Intensive Care Units, South Carolina Department of Youth Services

Major responsibilities: supervision of the operations of a maximum security facility for 15- to 21-year-old emotionally disturbed, violent, and escape prone males; supervision of on-going individual treatment programs; development of policy and procedure; in-service training; creation and implementation of a three-phase therapeutic program for managing aggressive behavior; supervision of eight professional social workers/unit managers in two maximum and four minimum security units.

Major accomplishments: development of special procedures to manage violent behavior; development of special on-going treatment for special management youths (male and female); development of special programs through community resources; development of a therapy manual with emphasis on transactional analysis and contractual agreements for behavior progress.

1971-1972 Individual and Group Counselor, Manning Correctional Institution, S.C. Department of Corrections, and S.C. Department of Youth Services

Conducted individual and group counseling sessions with special-problem male and female inmates. Significant accomplishments included establishing successful coeducational group counseling for the first time in South Carolina corrections and conducting supporting research in conjunction with Master's degree requirements.

1971 Graduate Assistant, University of South Carolina Counseling Bureau

Worked as a psychometrist and assistant to clinical psychologists, assisted with counseling of college students and group and individual counseling at Manning Correctional Institution.

1966-1970 Classroom Teacher of English, Irmo, S.C. and St. Matthews, S.C.

Taught English, reading and math in grades 5-8. Contributed to curriculum development.

1965-1966 Personnel Assistant, Shearson-Hammill, New York City

Performed routine office work and wrote the firm's personnel handbook. This work refined writing skills and developed policy-formulating skills.

1964-1965 Classroom Teacher of English in North Carolina and Pennsylvania

In North Carolina, taught senior English, served as senior class advisor and Yearbook advisor. The work provided valuable experience in developing publications, organizing and directing groups, and preparing lesson plans for classes. In Philadelphia, taught on a substitute basis and learned to deal with urban gang issues.

Related Experience and Distinctions

Dedication of a correctional facility as the Camille Griffin Graham Correctional Center, South Carolina Department of Corrections, Columbia, S.C. May 9, 2002.

Member, Technology Committee, American Correctional Association, 2002 to present.

Member, Subcommittee Chair, Adult Corrections Committee, American Correctional Association, 1994 to present.

Member, *Governor's Special Advisory Panel on Forensic Mental Health*, Commonwealth of Massachusetts, 1987 - 1988.

Contributing Member, *National Task Force on Substance Abuse*, American Correctional Association (ACA), 1988 - 2000.

Conference Staff Delegate, *The National Conference on Correctional Policy*, 1986.

Member, NYCYS Professional Standards Committee, 1983.

Distinguished Service Award, American Association of Correctional Officers, 1981.

Wharton School of Business, University of Pennsylvania,
Advanced Seminars in Strategic Management in Corrections, 1980 - 1981.

Consultant Examiner - Commission on Accreditation for Corrections, 1979 to 1995. (Thirty ACA audits in a number of states and the Federal Bureau of Prisons.

Contributing Member, National Training Academy Committee, ACA, 1979 - 1980.

Contributing Member, Long Term Incarceration Committee, ACA, 1978 - 1981.

Registered Consultant - ACA, Technical Assistance Committee.

Registered Consultant - National Institute of Corrections.

Registered Consultant - National Institute of Justice.

Publications

Addressing the Needs of Elderly, Chronically Ill and Terminally Ill Inmates. National Institute of Corrections, 2004.

Resolution of Prison Riots. Oxford University Press, 1996.

Useem, Bert; Camp, Camille G.; Camp, George M.; and Dugan, Renie: *Research In Brief: The Resolution of Prison Riots*, U.S. Department of Justice, National Institute of Justice, 1995.

Useem, Bert; Camp, Camille G.; Camp, George M.; and Dugan, Renie: *Research In Brief: The Resolution of Prison Riots*, U.S. Department of Justice, National Institute of Justice, 1995.

The Corrections Yearbook, Criminal Justice Institute: South Salem, New York, published annually 1981 - 2003.

The Newsletter of the Association of State Correctional Administrators, Editor, Monthly 1985 - 2004.

Managing Staff: Corrections Most Valuable Resource. National Institute of Corrections, 1995.

The Management of Crowded Prisons. National Institute of Corrections, 1989.

Management Strategies for Combating Prison Gang Violence, a study funded by Department of Justice, National Institute of Justice, published by the Criminal Justice Institute, 1988.

"Stopping Escapes: Perimeter Security," *Construction Bulletin*, NIJ, August, 1987.

Correctional Contracting: A Manual for Administrators. NIC, 1986.

"The Real Cost of Corrections." Published by the Criminal Justice Institute, 1985.

Prison Gangs, Their Nature, Extent, and Impact on Corrections. A study completed under a grant from the Department of Justice, Office of Legal Policy, 1985.

"Correctional Privatization in Perspective," *Pennsylvania Prison Society Journal*, 1985.

Private Sector Involvement in Corrections. National Institute of Corrections, 1984.

New York State Division for Youth Answers Your Questions.

A descriptive booklet for the New York Division for Youth, 1982.

Women in Corrections. "Women are Succeeding in Male Institutions," ACA, 1981.

"Is There Life after (or between) Teaching?" *English Journal*, 1981

Prison Employees: Corrections Most Valuable Resource, Association of State Correctional Administrators: South Salem, New York, 1994. (Published by the National Institute of Corrections.)

Intensive Probation Supervision in Arizona: Its Cost Effectiveness as a Sentencing Option in Comparison with Incarceration and Regular Probation Supervision, Criminal Justice Institute, 1991.

Addresses

"Preventing and Solving Problems Involved in Operating Therapeutic Communities in a Prison Setting." Substance Abuse Conference in Alabama, February 1989.

Employing Female Correctional Officers in Male Institutions," submitted to the Attorney General of the state of Nebraska in August 1988.

"Can Women Succeed in Corrections?"
Paper delivered to the National Institute on Crime and Delinquency, 1978.

"Managing and Treating the Special Offender in the Juvenile Institution,"
Paper delivered to Southern States Correctional Association in July 1975.

"Prison Gangs" North American Association of Wardens and Superintendents, Lexington, Kentucky, October, 1987.

"Contracting for Prison Industries" and "Prison Gangs" Prison Industries Management Seminar, National Academy of Corrections, Boulder, Colorado, February, May, 1986.

"The Expert Witness Develops Measurable Criteria for Opinions on Correctional Conditions," Southern Conference on Corrections, Florida, February, 1986.

"Contracting for Correctional Services" Six presentations for NIC Training Seminars, National Academy of Corrections, June, 1985, September, 1985, February, 1986.

"Contracting Issues: Solicitation and Preparation" *Corrections and the Private Sector: A National Forum*, National Institute of Justice, Washington, D.C., Feb., 1985.

"Special Situations: Gang Activity" *Prison Crisis Response Planning*, Federal Law Enforcement Training Center, Glynco, Georgia, March, 1985.

"Contracting Options: Guidelines for Administrators" West Central Wardens Association Meeting, Reno, Nevada, May, 1985.

"Design Criteria for Humane and Effective Institutions as Determined by Users' Needs." Speech delivered to the American Institute of Architects, October 1982.

"Institutional Administrators - Male or Female?" Midwinter ACA, Phoenix, January, 1981.

"The Impact of Administrators' Methods of Dealing with Long Term Offenders," American Correctional Association Congress in San Diego, 1980.

"Professional Seminar: New partnership Models Between Agencies and Higher Education," American Correctional Association Congress in San Diego, 1980.

"Use of Female Correctional Officers in Male Institutions." Paper delivered to American Correctional Association, Philadelphia, August, 1979.

Court Appearances as Expert Witness

Roland v. Johnson, 1989 (video testimony).
Timm v. Gunter, Nebraska, 1988.
USA v. Michigan, Michigan, 1987.
Knop v. Johnson, Michigan, 1987.
Ronald G. v. Lane, Illinois, 1986.
Hayes v. Johnson et al, Michigan, 1983.
Miles, et al v. Bell, et al, Federal Bureau of Prisons, Danbury, Connecticut, 1982.
(many studies and depositions in addition to court appearances)

Professional Organizations and Community Involvement

Past: South Carolina Youth Workers Association
Southern States Correctional Association
Alston Wilkes Society
Arizona Probation, Parole and Corrections Association
Arizona Administrators Association
Soroptomist International of Phoenix, Arizona
National Association for Female Offenders
Charter 100, Arizona
Women's Task Force, American Correctional Association

Present: American Correctional Association
Middlesex Hospital, Middletown, CT
Corporate Board, 1999 – Present
Development Committee, 2002 – Present
Middlesex Historical Society 2000 – Present
Literary Club – 1998 - Present