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# CAROL ARCHBOLD

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## Biography

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Carol Archbold is a Walter F. and Verna Gehrts Endowed Professor/Professor of Criminal Justice at North Dakota State University in Fargo, ND. She teaches courses centered on policing and research methods. Her research interests include police accountability and liability, police misconduct, women in policing, and race issues in the criminal justice system. She is an editorial board member for *Police Quarterly* and *Policing: An International Journal*. Dr. Archbold has published 30 papers in a variety of peer-reviewed journals. She is an author/co-author on five books including *Police Accountability, Risk Management and Legal Advising* (LFB Scholarly Publishing, 2004); *Women and Policing in America: Classic and Contemporary Readings* (Aspen Publishing, 2011); *Policing: A Text/Reader* (Sage Publications, 2013); *The New World of Police Accountability (2<sup>nd</sup> and 3<sup>rd</sup> edition)* (Sage Publications, 2014 & 2019); and *Policing: The Essentials* (Sage Publications, 2020). She is currently conducting a study on police accountability in rural police agencies.



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## Recruitment, retention, and promotion of women in policing in the United States: A state of the art review

A review of existing literature indicates that there is limited research on the recruitment, retention and promotion of women working in sworn positions in American police agencies. This presentation provides an overview of research found in academic, peer-reviewed journals that directly examines topics related to recruiting, retaining and promoting women within police agencies. Barriers associated with recruitment and promotion will also be identified and discussed. Several recommendations will be provided for increasing the employment and advancement of women in policing based on innovative strategies used in some police agencies across the United States.

### Select Related Publications

**Carol A. Archbold** and Dorothy Schulz. "Research on Women in Policing: A Look at the Past, Present and Future." (2012) *Sociology Compass* 6: 694–706.

Kimberly D. Hassel, **Carol A. Archbold** & Amy J. Stichman. (2011). "Comparing the workplace experiences of male and female police officers: Examining workplace problems, stress, job satisfaction and consideration of career change." *International Journal of Police Science and Management*, 13, 1.

Kimberly D. Hassell, **Carol A. Archbold** & Dorothy M. Schulz. (2011). "Women and Policing in America: Classic and Contemporary Readings." Aspen Publishing.

Amy J. Stichman, Kimberly D. Hassell & **Carol A. Archbold**. (2010). "Strength in numbers? A test of Kanter's theory of tokenism." *Journal of Criminal Justice*, 38: 633-639.

**Carol A. Archbold**, Kimberly D. Hassell and Amy J. Stichman. (2010). "Comparing promotion aspirations of female and male police officers." *International Journal of Police Science and Management*, 12,2: 287-303.

**Carol A. Archbold** & Kimberly D. Hassell. (2009). "Paying a marriage tax: An examination of the barriers to the promotion of female police officers." *Policing: An International Journal of Police Strategies and Management* 32, 1: 56-74.

**Carol A. Archbold** & Dorothy M. Schulz. (2008). "Making rank: The lingering effects of tokenism on female police officers' promotion aspirations." *Police Quarterly*, 11, 1: 50-73.

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## JENNIFER BROWN

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### Biography

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Jennifer Brown has been researching aspects of policing for almost 30 years beginning when she worked as a research manager for the Hampshire Police. One of her early studies was a national survey of sex discrimination and sexual harassment of women officers. This led to her involvement with the European Network of Policewomen and her participation in various workshop during the nascent period of the development of associations of women police officers. She has written a number of articles on aspects of police culture and the ways in which women cope. More recently she was the deputy chair of a commission looking into the future of policing in England and Wales editing a volume of academic papers to provide the evidence base for the Commission's recommendations. Currently she is working with the National Police Chief's Council and UNISON to help develop guidance for a harassment free working environment in policing.



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### **Getting in, getting along and getting ahead; recruiting, progressing and promoting women in policing**

This paper will look at conditions that stimulated the recruitment of women in the past, examine the current pressures besetting women and look ahead to see how women are positioned to meet the future needs in policing. Drawing from the example of policing in England and Wales a contemporary snapshot will be presented of their current position, how they got there and how well equipped they are to serve the new demands of policing in the digital age.

### **Select Related Publications**

**Brown, J.M.** (ed.) *The future of policing*. London: Routledge. 2013

**Brown, J.M.** and Walklate, S.L. (eds.) *Handbook on sexual violence*. London: Routledge. 2011

Silvestri, M., Tong, S., and **Brown, J.M. (2013)** *gender and police leadership; time for a paradigm shift*. *International Journal of Police Science and management*. 15, 61-72

**Brown, J.** (2011) *Stress and policing; a retrospective reflection and contemporary updating* in Devonport, T. (ed) *Managing stress; from theory to practice*. Nova Science publishers.

**Brown, Jennifer** and Woolfenden, Susan. (2011) *Implications of the changing gender ratio amongst warranted police officers*. *Policing*, 5, 1-9.

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## JACQUELINE DREW

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### Biography

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Dr Jacqueline Drew is a Senior Lecturer with the School of Criminology and Criminal Justice and Griffith Criminology Institute, Griffith University, Australia. Dr. Drew is a psychologist who holds a PhD in organisational psychology and is a Fellow of the Institute of Managers and Leaders. She has worked as a practitioner and researcher for over 20 years in policing agencies. Dr. Drew has been an invited scholar at numerous international forums, including the FBI National Academy. Her areas of expertise include the organisational psychology of police personnel and systems (women in policing, police leadership, promotion systems, employee well-being and law enforcement suicide prevention). Dr. Drew also undertakes research in the areas of cyber fraud and white collar crime (particularly, advance fee fraud, financial fraud and regulation).



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### **Recruitment, promotion and leadership: The experience of female police in the Australian context**

The program of research discussed focuses on a number of critical issues in policing related to the representation of female police in Australian police agencies. A review is undertaken of recruitment policies and initiatives aimed at increasing female police numbers and the challenges faced in encouraging gender diversification in the pool of future police leaders is explored. Based on studies conducted with a large, Australian police jurisdiction the research examines the impact of organisational policies on the perception and promotion of female police through the leadership ranks. The research concludes that gender equity policies designed to encourage female leaders can sometimes produce unintended, negative consequences. The research has significant implications for police agencies who seek to support female officers within their agencies and develop those officers into leadership positions.

### Select Related Publications

- Prenzler, T., & Drew, J. (2013). Women police in post-Fitzgerald Queensland: A 20 year review. *Australian Journal of Public Administration*, 72(4), 459–472.
- Drew, J. (2012). Approaches to Improving Organizational Effectiveness: The Impact of Attraction, Selection and Leadership Practices in Policing. In T. Prenzler (Ed.), *Policing and Security in Practice: Challenges and Achievements* (pp. 110–129). United Kingdom: Palgrave Macmillan.
- Drew, J., & Mazerolle, L. (2009). Eras of Policing. In *Policing in Context: An Introduction to Police Work in Australia* (pp. 32–48). Melbourne: Oxford University Press.
- Drew, J., Carless, S., & Thompson, B. (2008). Predicting turnover of police officers using the sixteen personality factor questionnaire. *Journal of Criminal Justice*, 36, 326–331.
- Thompson, B., & Drew, J. (2006). Work family Conflict as a Predictor of Turnover Intent in Male and Female Police Officers. In M. Katsikitis (Ed.), . Presented at the 2006 Joint Conference of the APS and NZPsS, Auckland, NZ (2006).
- Drew, J., & Drew, M. E. (2005). *The Process of Participation and Phased Retirement: Evidence from Mature Aged Workers in Australia*. Australia: Post Pressed.

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## LINDA DUXBURY

### Biography

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Linda Duxbury is a Professor at the Sprott School of Business, Carleton University. She received an M.A.Sc. in Chemical Engineering and a Ph.D. in Management Sciences from the University of Waterloo. Within the past two decades (1991, 2001, 2012, 2016) she has completed majors study on Balancing Work, Childcare and Eldercare in the public, private Sectors and not for profit sectors in which over 80,000 Canadian employees participated. Dr. Duxbury has published widely in both the academic and practitioner literatures in the area of work-family conflict, change management, supportive work environments, stress, telework, the use and impact of office technology, managing the new workforce and supportive management. Dr. Duxbury has received a number of awards and honours and in 2009 was recognized as one of Deloitte’s Women of Influence (2009). She has worked with numerous police services in Canada as well as Police Scotland on police role overload, stress and wellbeing, change management within the police sector, and changing the conversation from the costs of policing to the value police services deliver in the communities they serve.



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### Is work life balance in policing an oxymoron?

This talk uses data from the 2012 National Study of Work-life Balance in Policing Study (3,500 sworn police officers working for 25 Canadian police services) to make the case that police organizations who are concerned with issues such as the recruitment, retention of women (and younger men)

succession planning and benefits costs need to address issues associated with work-life balance. The talk begins by outlining the key stressors facing Canadian police officers today (e.g. workloads, multiple competing priorities, shiftwork, the court system, family demands) and outlining how shifting family dynamics have impacted officer stress levels over time. It then makes the case for change by linking mental health and work-life issues to the organization's bottom line. Differences in the findings associated with gender and rank are then outlined and explored. The talk concludes by discussing the implications of the findings and suggestions on ways forward for police forces and academics who are interested in addressing and/or studying these issues.

### Select Related Publications

- Duxbury L. and Higgins, C. (2012). Caring for and about those who serve: Work-life conflict and employee well-being within Canada's Police Departments, Human Resources Development Canada. Available at: [http://sprott.carleton.ca/wp-content/files/Duxbury-Higgins-Police2012\\_fullreport.pdf](http://sprott.carleton.ca/wp-content/files/Duxbury-Higgins-Police2012_fullreport.pdf)
- Duxbury, L. (2007). The RCMP Yesterday, Today and Tomorrow: An Independent Report concerning Workplace Issues at the Royal Canadian Mounted Police, Royal Canadian Mounted Police, Ottawa
- Duxbury, L., Bennell, C., Halinski, M. and Murphy, S. (2017). "Change or Be Changed: Diagnosing the Readiness to Change in the Canadian Police Sector", accepted for publication in *The Police Journal: Theory, Practice and Principles*
- Duxbury, L., & Halinski, M. (2017). "It's not all about Guns and Gangs: Role overload as a source of stress in police". *Policing and Society*. Advance online publication <http://dx.doi.org/10.1080/10439463.2017.1342644>

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## JENNY FLEMING

### Biography

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Jenny Fleming is Professor of Criminology at the University of Southampton and is Director of the Institute of Criminal Justice Research at that institution. For the past 25 years, Professor Fleming has worked and liaised with organizations such as police associations/unions, Institutes of Policing, Specialist police units (national and international), police academies, the international police executive forum, the Home Office (UK), the Scottish Institute of Policing, the College of Policing and police organizations generally. Professor Fleming has lectured, taught and worked with police officers at all ranks in China, the Netherlands, the United Kingdom, Australia and New Zealand. She has worked with national and international colleagues in facilitating workshops, seminars, round tables and conferences with and for police practitioners. She has published widely on police practice, police leadership, women in policing and professionalization.



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## **Women in Policing: Professionalization, Presence and Participation**

Policing in England and Wales is currently undergoing considerable transformation as part of the new professionalization agenda promoted and driven by the College of Policing. At the same time, there has been a notable increase in the number of women in policing and of women police leaders in England and Wales. In this paper, we map out some of the elements of the professionalization agenda in order to make sense of the contemporary state of gender equality within policing. The paper charts the gains made by women in policing, whilst simultaneously challenging the dominant narrative of 'success' in securing gender diversity. It argues that excessive positive discourses on the representation and experiences of women within policing simultaneously serve to mask alternative realities and obscure ongoing gendered power dynamics within policing. In doing so, it emphasises women's presence within policing as best conceived of as one of co-existent progression and regression, of acceptance and resistance. We argue that the professionalization agenda has its roots in the same masculinist vision of management, bureaucracy, control and rationality that has informed British policing through the decades. Historically and socially constructed, the professionalization agenda with its emphasis on formal education; self-regulation and uniformity has, against the backdrop of a gendered culture, the potential to reinforce the power dynamics in policing and increase the difficulties for women of all ranks seeking to negotiate considerations of equity in policing. As a result, the contribution of women to the 'new professional identity' may be limited. In making sense of this co-existence, we draw out the complexities in police culture and draw on the idea of liminality as a lens through which to make sense of contemporary policing.

### **Select Related Publications**

- Fleming, J., & Rhodes, R. A. W. (2018). Can experience be evidence? craft knowledge and evidence-based policing. *Policy & Politics*, 46(1), 3-26. DOI: [10.1332/030557317X14957211514333](https://doi.org/10.1332/030557317X14957211514333)
- Brown, J., Fleming, J., Silvestri, M., Linton, K., & Gousetti, I. (2018). Implications of police occupational culture in discriminatory experiences of senior women in police forces in England and Wales. *Policing and Society*. DOI: [10.1080/10439463.2018.1540618](https://doi.org/10.1080/10439463.2018.1540618)
- Prenzler, T., Fleming, J., & King, A. L. (2010). Gender equity policy in Australian and New Zealand policing: a five year review. *International Journal of Police Science & Management*, 12(4), 584-595.

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# JULIE GOUWELOOS

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## Biography

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Dr. Julie Gouweloos is an Instructor in the Sociology and Social Sciences departments at McMaster University in Canada. She is also a Researcher in Criminology at Wilfrid Laurier University in Canada. Her research interests include critical qualitative studies of gender and sexualities, social inequality, intersectionality, and social movements.



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## **Recruiting, Retaining, and Promoting Women Police: Women Officers Address Barriers Within Canadian Police Organizations**

Although the number of women police officers in Western nations has increased over the past several decades, the literature confirms that women officers continue to face an array of challenges rooted in gender inequality that largely exclude and marginalize them from full participation in the boys' club. In our poster presentation, we highlight the findings from our in-depth interviews with 104 Canadian women officers about the challenges that they have experienced with recruitment, retention, and promotion in their services. Our qualitative analyses reveal how persistent organizational structures and occupational cultures work to preserve the status quo, and disadvantage women with respect to recruitment, retention, and promotion. We provide recommendations as to how services should change to improve the experiences of women officers and to increase the percentage of women police among their ranks -- a goal commonly expressed by police organizations.

### **Select Related Publications**

- Langan, Debra, Carrie B. Sanders, and **Julie Gouweloos**. 2018. "Danger-protection parenting: how work and home influence the parenting of women police officers." *International Journal of Birth and Parenting Education* 5(3): 11-16.
- Langan, Debra, Carrie B. Sanders, and **Julie Gouweloos**. 2018. "Policing Women's Bodies: Pregnancy, Embodiment, and Gender Relations in Canadian Police Work." *Feminist Criminology*. Online First, 21 March 2018: 1-22. doi: <http://journals.sagepub.com/eprint/tbNXCCd5kxymIYEKDaMF/full>

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# IVONA HIDEG

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## Biography

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Ivona Hideg is an Associate Professor of OB/HRM in the Lazaridis School of Business and Economics at Wilfrid Laurier University. In her main area of research, Ivona examines issues surrounding diversity, equality, and inclusion in the workplace including gender, cultural, language, and socioeconomic status diversity. Her research has been published in top-tier refereed journals such as *Academy of Management Journal*, *Journal of Applied Psychology*, *Journal of Personality and Social Psychology*, *Organizational Behavior and Human Decision Processes* and *Psychological Science*. Her research has received numerous awards (e.g., Best Paper awards from the Academy of Management); has been featured in main media outlets (e.g., Wall Street Journal, Financial Times, New York Times, Globe and Mail), and is funded by Social Sciences and Humanities Research of Canada (SSHRC) and the Ontario Early Researcher Award. Ivona is also a member of the Editorial Board of *Journal of Management* and *Organizational Psychology Review* (and she served previously on the Editorial Board of *Emotion*).



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Canada

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## Select Related Publications

- Hideg, I., Krstic, A., Trau, R. N. C., & Zarina, T. (2018). The unintended consequences of maternity leaves: How agency interventions mitigate the negative effects of longer legislated maternity leaves. *Journal of Applied Psychology* (online first publication). doi: 10.1037/apl0000327
- Hideg, I., & Ferris, D. L. (2017). Dialectical thinking and fairness-based perspectives of affirmative action. *Journal of Applied Psychology*, *102*, 782-801. doi: 10.1037/apl0000207
- Hideg, I., & Ferris, D. L. (2016). The compassionate sexist? How benevolent sexism promotes and undermines gender equality in the workplace. *Journal of Personality and Social Psychology*, *111*, 706-727. doi: 10.1037/pspi0000072
- Hideg, I., & Ferris, D. L. (2014). Support for employment equity policies: A self-enhancement approach. *Organizational Behavior and Human Decision Processes*, *123*, 49-64. doi: 10.1016/j.obhdp.2013.11.002

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# RACHAEL JOHNSTONE

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## Biography

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Rachael Johnstone is a post-doctoral fellow in gender and public policy at the Balsillie School of International Affairs.



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## **Recruitment and Retention of Women in “Worst-Offender” Industries (with Dr. Bessma Momani)**

In this article, we share the preliminary feedback from 2019 workshop on women in so-called “worst-offender” industries in women’s representation; that is, industries that typically employ few women compared to the Canadian average. We conducted a knowledge-café with fifty representatives from companies in these industries with above-average levels of representation for their sector, asking them to reflect on the challenges they faced as well as their strategies for the successful recruitment and retention of women. In this article, we reflect on our findings and their implications for future recruitment and retention strategies, with a particular focus on the implications for the Canadian Armed Forces 2026 goal of improving women’s representation to 25%.

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# DEBRA LANGAN

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## Biography

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Dr. Debra Langan is an Associate Professor of Criminology at Wilfrid Laurier University, Ontario, Canada. Prior to joining Laurier, she was an Assistant Professor in the Department of Sociology at York University, Toronto, and also worked for six years as a Probation Officer and a Correctional Centre Caseworker in Alberta. Her research interests are in the areas of policing, women police, gendered violence, families and intimate relations, and the scholarship of teaching and learning. Interpretive and critical theorizing, and qualitative methodologies, guide her research. Her studies on women in policing have been funded by the Social Sciences and Humanities Research Council of Canada and Wilfrid Laurier University.



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## **Recruiting, Retaining, and Promoting Women Police: Women Officers Address Barriers Within Canadian Police Organizations**

Although the number of women police officers in Western nations has increased over the past several decades, the literature confirms that women officers continue to face an array of challenges rooted in gender inequality that largely exclude and marginalize them from full participation in the boys' club. In our poster presentation, we highlight the findings from our in-depth interviews with 104 Canadian women officers about the challenges that they have experienced with recruitment, retention, and promotion in their services. Our qualitative analyses reveal how persistent organizational structures and occupational cultures work to preserve the status quo, and disadvantage women with respect to recruitment, retention, and promotion. We provide recommendations as to how services should change to improve the experiences of women officers and to increase the percentage of women police among their ranks -- a goal commonly expressed by police organizations.

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- Langan, Debra, Carrie Sanders, and Julie Gouweloos. 2018. Danger-protection mothering practices: How work and home influence the parenting of women police officers. *International Journal of Birth and Parenting Education*, 5:4:11-16.
- Langan, Debra, Carrie Sanders, and Julie Gouweloos. 2018. Policing Women's Bodies: Pregnancy, Embodiment, and Gender Relations in Canadian Police Work. *Feminist Criminology*. Online First, 21 March 2018. 1-22. DOI:<http://journals.sagepub.com/eprint/tbNXCCd5kxymIYEKDaMF/full>
- Sanders, Carrie and Debra Langan. 2018. New Public Management and the Extension of State Control: Community Safety and Security Networks in Canada. *Policing and Society: An International Journal*. Online First, January. DOI:10.1080/10439463.2018.1427744
- Langan, Debra, Carrie Sanders, and Tricia Agocs. 2017. Canadian Police Mothers and the Boys' Club: Pregnancy, Maternity Leave and Returning to Work. *Women & Criminal Justice*, 27:4: 235-249.

Schott, Nicole, Lauren Spring, and Debra Langan. 2016. Neoliberalism, Pro-ana/mia Websites, and Pathologizing Women: Using Performance Ethnography to Challenge Psychocentrism. *Studies in Social Justice*, 10:1:95-115.

Agocs, Tricia, Debra Langan, and Carrie Sanders. 2015. Police Mothers at Home: Police Work and Danger-Protection Parenting Practices. *Gender & Society*, 29:2 (April): 265-289.

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## CARRIE B. SANDERS

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### Biography

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Dr. Carrie B. Sanders is Director of the Centre for Research on Security Practices (CRSP) and Associate Professor of Criminology at Wilfrid Laurier University. Her research interests include: policing and technological change; intelligence analysis; police women; security, and social control. Interpretive theories, critical analysis and qualitative methods inform her research. Her work has been published in high impact journals, such as *Gender & Society*; *British Journal of Criminology*; *Qualitative Sociology Review*; *Sociology*; *Policing & Society*; *Canadian Review of*. Her research on police technologies; intelligence analysis; and, police women have all received national funding by the Social Sciences and Humanities Research Council of Canada.



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### **Recruiting, Retaining, and Promoting Women Police: Women Officers Address Barriers Within Canadian Police Organizations**

Although the number of women police officers in Western nations has increased over the past several decades, the literature confirms that women officers continue to face an array of challenges rooted in gender inequality that largely exclude and marginalize them from full participation in the boys' club. In our poster presentation, we highlight the findings from our in-depth interviews with 104 Canadian women officers about the challenges that they have experienced with recruitment, retention, and promotion in their services. Our qualitative analyses reveal how persistent organizational structures and occupational cultures work to preserve the status quo, and disadvantage women with respect to recruitment, retention, and promotion. We provide recommendations as to how services should change to improve the experiences of women officers and to increase the percentage of women police among their ranks -- a goal commonly expressed by police organizations.

### **Select Related Publications**

Weston, C., Bennett Moses, L and Sanders, C (2019) "The changing role of the law enforcement analyst: Clarifying core competencies for analysts and supervisors through empirical research" *Policing and Society: An International Journal*. Online First

- Langan, Debra, Carrie Sanders, and Julie Gouweloos. 2018. Policing Women's Bodies: Pregnancy, Embodiment, and Gender Relations in Canadian Police Work. *Feminist Criminology*. Online First, 21 March 2018. 1-22. DOI: <http://journals.sagepub.com/eprint/tbNXCCd5kxymIYEKDaMF/full>
- Sanders, Carrie and Debra Langan. 2018. New Public Management and the Extension of State Control: Community Safety and Security Networks in Canada. *Policing and Society: An International Journal*. Online First, January. DOI:10.1080/10439463.2018.1427744
- Sanders, C.B. and Condon, C. (2017) "Ontological Security and Intelligence Analysis: Studying the work of crime analysts". *Global Crime* DOI: 10.1080/17440572.2017.1323637
- Langan, Debra, Carrie Sanders, and Tricia Agocs. 2017. Canadian Police Mothers and the Boys' Club: Pregnancy, Maternity Leave and Returning to Work. *Women & Criminal Justice*, 27:4: 235-249.

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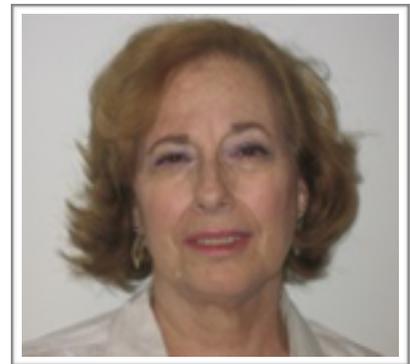
## DOROTHY M. SCHULZ

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### Biography

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Dorothy Moses Schulz, Ph.D., is a professor emerita at John Jay College of Criminal Justice (CUNY). A retired police captain, her research focuses on current and historical issues facing women in law enforcement. She has been a featured speaker at academic and professional conferences in the United States, Canada, Great Britain, Australia, and Israel. In addition to her journal and magazine publications, she is the author of *From Social Worker to Crimefighter: Women in United States Municipal Policing* (Praeger, 1995), and *Breaking the Brass Ceiling: Women Police Chiefs and Their Paths to the Top* (Praeger, 2004), and a co-editor of *Women and Policing in America: Classic and Contemporary Readings* (Wolters Kluwer, 2011).




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### **Breaking the Brass Ceiling—Where are Tomorrow's Women Chiefs?**

While women police chiefs are estimated to represent about 3 percent of the total number of chiefs in North America, the number of women entering law enforcement has leveled off or even fallen in the last decade. What might account for the slight but increasing presence of women at the top but the decrease at the bottom? Based on my research into the career paths of women chiefs and current work/life balance considerations, this presentation considers how departments' relatively static recruitment and promotion practices may influence women's career decisions whether to enter and remain, and whether to seek executive level positions.

### Select Related Publications

- Collica-Cox , Kimberly and Schulz, D. Of All the Joints, She Walks Into This One: Career Motivations of Women Correction Executives, *Prison Journal*, 98, no. 1, (2018) pp. 604-629.
- Archbold, Carol and Schulz, D. Research on Women in Policing: A Look at the Past, Present and Future, *Sociology Compass* 6/9 (2012), pp. 694-706, online, Blackwell Publishing Ltd.
- Schulz, D. Making it Happen: Strategies for Personal Success (keynote address at the Australasian Women and Policing Conference, 7th conference, Hobart, Tasmania, Australia, August 2011), printed in *Australasian Policing: A Journal of Professional Practice and Research* (2012), 4, no.1, pp. 23-27 and in *Journal for Women and Policing* (2011), 29 (Spring).
- Schulz, D., Hassell, K., and Archbold, C. *Women and Policing in America: Classic and Contemporary Readings*. New York: Aspen Publishers, 2011.
- Schulz, D. Women Special Agents in Charge: The First Generation, *Policing: An International Journal of Police Strategies & Management* 32, no. 4, 2009, pp. 675-693.
- Archbold, C. and Schulz, D. Making Rank: The Lingering Effects of Tokenism on Female Police Officers' Promotion Aspirations, *Police Quarterly* 11, no. 1 (March) 2008, pp. 50-73.

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## CORINA SCHULZE

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### Biography

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Dr. Corina Schulze received her PhD in Political Science at the University of New Orleans and is an Associate Professor of Political Science & Criminal Justice at the University of South Alabama. Before joining the department, Dr. Schulze worked as a Special Agent for the U.S. Secret Service which later informed her research in women and policing. Her teaching and academic interests have emphasized the significance of including gender, race, and sexual orientation in understanding their systemic impact and effects on political and criminal justice outcomes. Dr. Schulze and her long-time research collaborator, Dr. Sarah Koon-Magnin, recently published *Gender identity, sexual orientation, and Sexual Assault: Challenging the Myths*. Her current work continues a long-time research interest in maternity leave policies and work-family balance in law enforcement.



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### Maternity leave policies and women's representation in law enforcement around the world

This study takes a first step to better understand variations in women's representation in policing across the globe. This is accomplished by compiling existing comparative research as well as country-level data. Building on Schuck's (2014) framework which predicted women's representation across the U.S., variables accounting for women's political empowerment are identified as significant correlates to representation. Specifically these variables are those that measure political representation; women's representation in national parliaments, ministerial positions, and as women

heads of state. Most importantly, however, is the study's focus on the maternity leave policies of different countries.

### Select Related Publications

- Schulze, C., Koon-Magnin, and Bryan V. (2019). *Gender identity, sexual orientation, and sexual assault: Challenging the myths*. Boulder, CO: Lynne Rienner Publishing.
- Schulze, C., and Koon-Magnin, S. (2017). "Gender, sexual orientation, and perceptions of rape myths among LGBTQ survey respondents." *Violence & Victims*, 32(1), 159–180.
- Koon-Magnin, S, and Schulze, C. (2016). "Providing and receiving sexual assault disclosures: Findings from a sexually diverse sample of young adults." *Journal of Interpersonal Violence*, [doi.org/10.1177/0886260516641280](https://doi.org/10.1177/0886260516641280)
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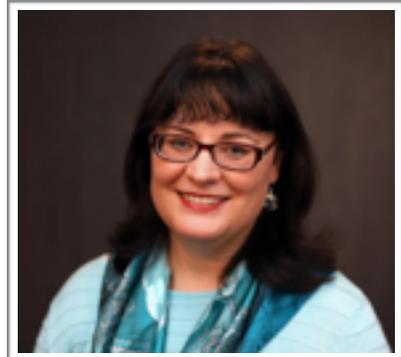
## TARA O'CONNOR SHELLEY

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### Biography

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Dr. Tara O'Connor Shelley is a Professor and Co-Director of the Institute on Violence Against Women and Human Trafficking as well as the Co-Director of the Institute for Criminal Justice Leadership and Public Policy in the School of Criminology and Criminal Justice and Strategic Studies at Tarleton State University. Dr. Shelley received her Ph.D. in Criminology and Criminal Justice at Florida State University and her MS in Justice, Law and Society from the American University. She previously worked as an Associate Professor and Co-Director of the Center for the Study of Crime and Justice (CSCJ) in the Department of Sociology at Colorado State University. Prior to joining academia, Dr. Shelley worked for the Florida Department of Law Enforcement (FDLE), the Police Executive Research Forum (PERF), and the Justice Research and Statistics Association (JRSA). She has recently published in *Feminist Criminology*, *Social Forces*, and *Policing: An International Journal of Police Strategies and Management*. Dr. Shelley recently received the prestigious designation of Fulbright Scholar. Her Fulbright research will focus on the underrepresentation of Czech women in policing and the social and institutional barriers Czech female officers face at various stages in their career.



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### Constrained Agency Theory: Understanding the Kairotic Moment as an Opportunity to Navigate Organizational Impediments in Policing

This study examines the mechanisms by which some women successfully navigate the police bureaucracy. Building from previous research (Morabito & Shelley, 2018), we utilize Constrained Agency Theory (Herndl & Licona, 2007) to understand how female officers experience and utilize

opportunities and conditions for advancement across a variety of agencies, generations, and organizational cultures. Drawing from in-depth, semi-structured interviews of 47 female officers from 30 law enforcement agencies across seven states in the United States, we show that Constrained Agency Theory offers a promising framework for the study of gendered institutions.

### Select Related Publications

- Morabito, Melissa and Tara O'Connor Shelley, 2015, Representative Bureaucracy: Understanding the Correlates of the Lagging Progress of Diversity in Policing, *Race and Justice*, 5, pp. 330-355.
- Long, Michael A., Jeni E. Cross, Tara O'Connor Shelley, and Sanja Kutnjak Ivkovi , 2013, The Normative Order of Reporting Police Misconduct: Examining the Roles of Offense Seriousness, Legitimacy, and Fairness, *Social Psychology Quarterly*, 76, pp. 242-267.
- Shelley, Tara O'Connor, Melissa S. Morabito, and Jennifer Tobin-Gurley, 2011, Gendered Institutions and Gender Roles: The Current State of Women in Policing, *Criminal Justice Studies: A Critical Journal of Crime, Law and Society*, 24, pp. 351-367.

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## MARISA SILVESTRI

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### Biography

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Marisa is a Reader in Criminology at the University of Kent and is chair of the Women, Crime and Criminal Justice Network and steering group member of the Policing Network (British Society of Criminology). Her research interests lie at the intersections of gender, crime and criminal justice. More particularly, her research and publications focus on unpacking and better understanding the various critical diversities within policing, exploring the gendered dimensions of policing and police leadership and driving forward more complex readings of police organisational culture(s). She is an editorial board member of *Policing and Society: an International Journal of Research and Policy*; has given written evidence on women in policing to the Independent Commission on the Future of Policing and currently sits on the BAME Women Within Policing working group.



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### Women in Policing: Professionalization, Presence and Participation

Policing in England and Wales is currently undergoing considerable transformation as part of the new professionalization agenda promoted and driven by the College of Policing. At the same time, there has been a notable increase in the number of women in policing and of women police leaders in England and Wales. In this paper, we map out some of the elements of the professionalization agenda in order to make sense of the contemporary state of gender equality within policing. The paper charts the gains made by women in policing, whilst simultaneously challenging the dominant

narrative of 'success' in securing gender diversity. It argues that excessive positive discourses on the representation and experiences of women within policing simultaneously serve to mask alternative realities and obscure ongoing gendered power dynamics within policing. In doing so, it emphasises women's presence within policing as best conceived of as one of co-existent progression and regression, of acceptance and resistance. We argue that the professionalization agenda has its roots in the same masculinist vision of management, bureaucracy, control and rationality that has informed British policing through the decades. Historically and socially constructed, the professionalization agenda with its emphasis on formal education; self-regulation and uniformity has, against the backdrop of a gendered culture, the potential to reinforce the power dynamics in policing and increase the difficulties for women of all ranks seeking to negotiate considerations of equity in policing. As a result, the contribution of women to the 'new professional identity' may be limited. In making sense of this co-existence, we draw out the complexities in police culture and draw on the idea of liminality as a lens through which to make sense of contemporary policing.

### Select Related Publications

- Silvestri, M. (2018). Disrupting the 'Heroic Male' within policing: A case of Direct Entry. *Feminist Criminology* [Online]. Available at: <https://doi.org/10.1177/1557085118763737>.
- Brown, J. *et al.* (2018). Implications of police occupational culture in discriminatory experiences of senior women in police forces in England and Wales. *Policing and Society* [Online]. <https://doi.org/10.1080/10439463.2018.1540618>.
- Silvestri, M. (2017). Police culture and gender: revisiting the Cult of Masculinity Gendered police culture(s). *Policing* [Online] **11**:289-300. Available at: <https://doi.org/10.1093/polic/paw052>.
- Silvestri, M. (2015). Gender Diversity: a hop, skip and a jump forwards and back. *Policing: A Journal of Policy and Practice* **9**:56-64.
- Silvestri, M. (2013). Gender and Police Leadership: Time for a Paradigm shift. *International Journal of Police Science and Management* [Online] **15**:61-73. Available at: <https://doi.org/10.1350/ijps.2013.15.1.303>.
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## REBECCA SULLIVAN

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### Biography

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Dr. Rebecca Sullivan is a Professor of Women's Studies at the University of Calgary. She is past President of the Canadian Communications Association and currently Chair of the Sexuality Studies Association. Through her consulting firm, Diversity Leads, she has provided organizations with cutting-edge best practices training and culture reviews to improve gender equity, diversity, and inclusion.



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## **Recruiting, Retaining, and Promoting Women Police Officers: Challenges and Opportunities for Change**

From 2014-18, Dr. Rebecca Sullivan was the lead consultant for an extensive review and training program to improve gender equity, diversity, and inclusion at the Calgary Police Service. She worked closely with Spt. Nina Vaughan (ret.), the first supervisor of the Office of Inclusion, Development, and Employee Engagement (created in 2015). During this period, the CPS experienced significant public scrutiny over its treatment of women, with a number of current and former police officers speaking out about discrimination, harassment, and retaliation. In this talk, we will discuss our program and some of the key findings that revealed not only the extent of discrimination but also its strategies and contexts. Our emphasis on an intersectional toolkit and ally-based solutions was a dramatic departure from previous initiatives that focussed on helping women improve their relationship to the service without acknowledging the need for systemic change. It revealed a culture resistant to change and still steeped in rigid gender norms, masked by coded language. However, we were also able to identify leaders who could help model the behaviours and attitudes necessary to dismantle discrimination; including transparency, self-reflection, and “calling-in.” Critically, their bravery often came at a high cost to their own careers and reputation. Our findings, therefore, will be interspersed with an analysis of news coverage focussing on gender discrimination in the CPS and its correlation to low morale within the service. Undoing a culture steeped in gender inequity and sexual harassment is urgent, necessary, and inevitable. The consequences to gender equity leaders are unreasonably high, but the ramifications to policing across the country is even higher.

### **Select Related Publications**

*Gerlach, Neil, Sullivan, Rebecca, Hamilton, Sheryl and Walton, Priscilla.* [Becoming Biosubjects. Bodies. Systems. Technologies](#) University of Toronto Press, 2011. Print.

*Beaty, Bart, Briton, Derek, Filax, Gloria and Sullivan, Rebecca.* [How Canadians Communicate III: Contexts of Canadian Popular Culture](#) Athabasca: Athabasca University Press, 2010. Print.

*Beaty, Bart and Sullivan, Rebecca.* [Canadian Television Today](#) Calgary: University of Calgary Press, 2006. Print.

*Sullivan, Rebecca.* [Visual Habits: Nuns, Feminism and American Postwar Popular Culture](#) University of Toronto Press, 2005. Print.

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# NINA VAUGHAN

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## Biography

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Spt. Nina Vaughan (ret.) served 29 years with the Calgary Police Service. She oversaw the creation and development of the Office of Inclusion, Development, and Employee Engagement, and led a massive reform program to civilianize the human resources unit. She is a founding member and Chair of Alberta Women in Policing and delivers training on implicit bias and active bystander nation-wide.



Retired, Calgary Police Service

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[copper2839@gmail.com](mailto:copper2839@gmail.com)

## **Recruiting, Retaining, and Promoting Women Police Officers: Challenges and Opportunities for Change**

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