President's Award Goes to Two Recipients
Pat Patton and Aerin Washington-Ritch Receive Honors

Former IACLEA President Eric M. Heath bestowed the President's Award to two people on June 25 during the Annual Business Meeting at this year’s (second virtual) Annual Conference & Exposition. The following are statements that were made as the awards were being presented.

This year, I have elected to present the President's Award to two outstanding and dedicated IACLEA members. The first IACLEA President's Award is being given to Pat Patton.

I cannot overstate the leadership and dedication that Pat has brought to IACLEA over the last several years as IACLEA's Canadian Regional Director. A steadfast supporter of international initiatives, Pat ensures that as an association and a board, we are constantly considering the international perspective. An example of this was the successful Canadian Initiative that Pat proposed and IACLEA adopted which allowed IACLEA to share its services with all Canadian campuses—both members and non-members alike—to improve long-term Canadian membership.

In addition to Pat's leadership on a variety of international initiatives, one of her greatest assets to IACLEA is the principled ways she leads and contributes to the work of IACLEA and its board. Pat's impact up front and behind the scenes has positively impacted IACLEA and will for many years to come. Thank you, Pat, for your dedication and commitment to IACLEA and its membership.

The second IACLEA President's Award is being presented to Aerin Washington-Ritch, Director of Campus Security and Compliance at the University of Utah. IACLEA's mission is executed by a considerable amount of dedication by its volunteers. Aerin has proved to be an outstanding and dedicated example of servant leadership that has greatly benefited our association.

During the past year, Aerin volunteered her time on several important committees serving as the Co-Chair of the Future Leaders in Public Safety Committee and as an active member of the Membership Committee. IACLEA staff have routinely commended Aerin's dedication to the committees she serves on and her admirable approach to completing committee work and assisting IACLEA with new endeavors. Thank you, Aerin, for your dedicated leadership and commitment to IACLEA and its membership.

Both Pat and Aerin will receive an individualized plaque in recognition of the award.
Three Steps to Reduce Barriers to Women in Security
by Patricia Patton, Director, Security and Operations, University of Regina, Saskatchewan, Canada

Recently I had the opportunity to continue my education, and in my masters of business coursework, I was able to examine a subject that was of special interest to me: barriers to women leaders in security, and most particularly, campus security.

According to Statistics Canada, in 2016, while women made up slightly more than half of the population in Canada, men make up a greater share of the workforce. The data indicate 77.5 percent of women are in the paid workplace, while 85.3 percent of men are. According to Pettay (2019), only 25 percent of executives are women in the security and risk management professions. In the United States, the Department of Justice reports that in 2019, women occupied 13 percent of policing jobs, with fewer in leadership roles.

So, what is it that is keeping women from reaching the leadership levels in the world of security and—in particular—campus security/public safety? I explored the barriers to women leaders in campus security through academic literature and subject interviews. The role of security today has evolved from a traditional night watch and building surveillance role to a model similar to municipal policing; and, in fact, many universities have their own police departments. This role has shifted toward a law enforcement style role to deal with gaps in local policing and the increasingly complex environment of a university or college. As issues continue to evolve, so must the role of securing people and assets.

Having more women in the workplace provides increased diversity reflecting the communities in which we live and work and is a positive business strategy for many reasons, according to a study by Hunt, Layton and Prince (2014). Mainly, diversity provides different perspectives in thinking. It provides workplaces with the ability to bring different experiences and thoughts together to deal with issues and concerns in unique ways. Businesses that are representative of the people they serve make better decisions and policy to support their customers, including marginalized people.

One common thread throughout the various security/law enforcement occupations is that women are underrepresented in policing and security front-line staff ranks, the pipeline to leadership roles in the campus security/policing industry. This creates challenges in recruiting women to leadership roles when the number of applicants with required education and experience is small. Research shows there to be three key barriers for women leaders in campus security. Not surprisingly, those barriers are work-life balance, workplace culture, and leadership style.

When it comes to work-life balance, female participants are required to fit into the male-dominated work environments and may, therefore, face longer than average hours and harsher environments than in most female-dominated roles. For example, in construction and policing, workers identified as high-performing work more than eight hours per day, which conflicts with traditional roles placed on women as the primary caregiver of children and head person in household tasks.

The issues of family obligations noted by Schultz in 2004 indicated that for women in policing/security, childcare and traditional domestic roles are still a problem for women who want to progress to leadership roles. Society has traditionally supported the masculine role in the workplace as the primary breadwinner, while the feminine role was more expected to perform the domestic role. It is true, however, that challenges of shift work and long hours are apparent in female-dominated roles such as nursing, as well. It remains typical that society "penalizes" women in occupations like nursing as they maintain the role of prime caregiver of children when the same is not expected of men in occupations requiring shift work and long hours. In a study by Milan in

Continued on page 45
Three Steps to Reduce Barriers to Women in Security, continued from page 44

2015 of single parents with primary childcare responsibilities, 79 percent of single parents are women (compared with 21 percent of men), making a huge challenge for women in the workplace not seen by men.

The issue of shift work as a barrier for women entering male-dominated work becomes even more problematic when combined with other barriers. As a result, industries that are male-dominated may not have had to face issues connected to child-rearing pressures as much as those that are dominated by women. Callouts for emergency advising at odd hours, high-pressure situations, and the male-dominated environment still present challenges of childcare and gender role bias in leadership roles in the campus public safety world; however, they appear more problematic in performance of jobs that provide career progression toward leadership roles.

Shift work is one factor that appears to be more of a barrier for women in policing and security roles, due to family situations. There is also evidence that men are seen to have a higher level of organizational commitment in shift-work roles, which indicates that it may be more socially acceptable for men to put in the long hours necessary to forward their career. If women do not gain that work experience on the front line, it is difficult to stay in the pipeline occupations leading to leadership roles.

The next barrier appears to be leadership style. Men and women differ in their basic styles of leadership. Men are typically agentic (assertive and confident) in their leadership style, while women usually lean to a more communal (helpful and kind; generally showing significant concern for the group) style according to Eagly and Karau’s work in 2002. Society’s vision of strong leadership is typically associated with agentic leadership. These norms create barriers for women who try to lead in the way men traditionally do. In fact, adopting a male leadership style may actually penalize women, as they are not leading in their natural style and that confident and assertive style may be seen as violating social norms.

The formal structure of campus public safety/policing lends itself to a hierarchical, transactional style of leadership, according to Kingshott in 2009, which is defined as a style based on the basic exchanges and transactions between a leader and follower. Meanwhile a woman’s more natural style involves transformational leadership, more engagement and involvement between two people with an increased attentiveness by the leader. The transactional form of leadership seems to be the predominant model in paramilitary roles, taking into account the formal “top-down” structure. This authoritarian style leaves minimal room for the transformational style or communal style that may suit women leaders better.

Despite this, transformational leadership is seen as one of the most effective forms of leadership, especially with new generations of employees. Having more women in leadership roles may help with the move from transactional to more transformational leadership styles. Although the military-style leadership of command and control is needed in times of crisis, it is not as organizationally efficient outside of crisis situations and Drummond-Smith (2018) felt sometimes it fails to adequately motivate and incentivize employees.

In the case of workplace culture, women must try to fit into a work environment that is hyper-masculine and not as supportive to women if they wish to ascend to a leadership role. The male-dominated culture in the security/policing industry challenges women’s legitimacy in the workplace. In looking at the workplace culture in campus public safety, it is noted that the lack of women mentors makes it very difficult for women to see themselves working in a leadership environment. Many women speak of powerful male mentors in campus public safety, but a scarcity of strong female mentors in the industry makes it challenging for women to see themselves in the role of a director or chief. Women interviewed mentioned that they could take bits and pieces from each male mentor, but they did not have a consistent female role model or support system as their male colleagues have. It is hard for women at times to relate to male mentors because the way they would deal with an issue was often different from the expectations of a woman in that role.

There does seem to be some opportunity to encourage change and create leadership opportunities for women in campus public safety. First, as leaders in this industry, we must increase mentorship opportunities in pipeline education and occupations leading into the security profession. For example, help develop a mentorship program within your college or university Justice academic program. This would focus on providing female role models for young women looking to advance their career and build their confidence to compete for leadership positions.

Second, raise the profile of the campus public safety industry in law enforcement and humanities education programs. It is very apparent that this industry is not well known as a career option. Increasing the profile could show additional career opportunities to students as they graduate. Highlighting this opportunity for young women may bring opportunities where they were not previously noticed. The vast expanse of opportunities within the security industry is often unknown to...
students who as a result cannot picture themselves a part of—much less leading—a security team at a university campus.

The third recommendation is to provide leadership training for women, by women. This training should focus on enhancing the leadership traits inherent in women while also teaching them how to modify their natural leadership style to a style that fits within the setting of a traditionally male-dominated occupation.

Recognizing the barriers and working to minimize or eliminate them is the first step in diversifying our workforce. By looking at the barriers of work-life balance, workplace culture, and leadership style, it is hoped that this recognition might create the career options and women are better able to flourish and move into leadership roles in the security industry.

Author's Note: You will see references to authors in this article—and if you wish to see detailed footnotes—feel free to reach out to me: pat.patton@uregina.ca

Editor's Note: IACLEA recently began collaborating with the 30X30 Initiative, a coalition of police leaders, researchers, and professional organizations who have joined together to advance the representation and experiences of women in policing agencies in the United States and Canada. For more information, please see page 25.

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Share Your Accredited Status with Your Campus Community

**New Toolkit Available!**

Your agency’s success in achieving IACLEA Accreditation is beneficial to your department as well as the community on and off campus. By operating via modern best practices, your agency personnel make better public safety partners, better community representatives, and better ambassadors for your higher education institution. Especially now as police and public safety agencies face additional scrutiny, it is important for accredited agencies to demonstrate the high standards to which they perform.

IACLEA has prepared a new publication: Recognition Toolkit for IACLEA Accredited Agencies. Within this toolkit are various strategies and examples of ways to share your good news. Please collaborate with your campus communications office to announce this tremendous accomplishment so stakeholders are aware of your professionalism, training, and high operating standards.

Additionally, the knowledge that safety professionals who operate under the highest industry standards protect the campus will bring significant peace of mind to prospective and current students and their families.

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**Has your agency achieved IACLEA Accreditation?**

The Toolkit was disseminated to all accredited agencies. Please confirm that agency personnel have received the Promotional Toolkit, then share it with your campus communications office, PIO, and others to spread the word! Contact Director of Professional Services Jerry Murphy to receive the toolkit: 202-618-4545 jmurphy@iaclea.org

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