

2017 Recipient of the Dr. Lois-Higgins Grote Heritage Award

LAURA GOODMAN



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Laura Goodman stood tall, all 5' 2" of her, when in 1991 she accepted the Officer of the Year Award from the IAWP: "As I look around the room, I see so many of you who I have admired for so long. You cannot possibly imagine how much this award means to me coming from you", she announced.

Awards Reflecting Unique Work of Women Police

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Laura's dedication to the IAWP and women in policing over the past 26 years through her work with IAWP can best be described in her own words, when she spoke on the steps of The Blue Room at the City Hall in Stockholm, Sweden — the location where Nobel Prizes are awarded — stating, "Women's police organizations are the umbrellas that shield us from those who would attempt to rain on our individual and collective progress, they are the voice for those women who cannot speak for themselves, they are the road maps that help guide us to our individual journey's end, and they are the beacons of light that show us the way when we get lost along our path. These organizations are important to all women in policing—whether or not they know it now—they will. And when they do, we will be there to greet them."

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Thus began Laura's lengthy work history and dedication to growing and improving the IAWP. Even before she was elected to the Board of Directors, she worked with others to professionalize and reshape the IAWP. Under President Gale Buckner's presidency and guidance, she worked to create an awards structure that was more reflective of the unique qualities women bring to policing. Instead of awards based on the brawn of police work, she helped design categories to recognize leadership, community service, mentorship, performance, and also to acknowledge non-sworn women in law enforcement.

Under the direction of President Linda Cherry, Laura served in her first board position as Region Seven Coordinator. This position created opportunities for Laura to learn the responsibilities required of Board members, which she believed was critical for an organization to be successful.

In debate, she'd listen quietly, trying to understand all aspects of the issue before speaking. Laura is not known for

shying away from conflict and viewed the occasional dissention amongst Board members — endemic in a growing international organization trying to find its footing — as an opportunity to learn how to be diplomatic, principled and thoughtful when attempting to creatively solve problems. She also attempted to encourage Board members to appreciate that conflict isn't always a bad thing. Disagreement that isn't personal, invites dialogue, allows board members to consider other points of view, and to enrich and enhance the organization's mission.

Thinking Globally

Laura next held the position of Secretary under President Connie Maki. In this role, Laura analyzed recording methods used for Board reports. The synthesis of that analysis resulted in a new, streamlined reporting template. The reporting template simplified the documentation of historically relevant information and steps the Board took to improve the IAWP. This template continues to be used today. During her tenure as a member of the Board of Directors, Laura was concerned that as an international organization, IAWP was not truly global in its membership and regional composition. It was this lack of global representation that called her to run for president of IAWP. Laura was elected president and took office in Anchorage, Alaska in 1998. During her first introductory board meeting, she began the immediate task of developing the organization globally by launching a strategic planning initiative, including a plan that was disbursed to each Board member for discussion.

"I first met Laura when she interned with me in the Homicide Division of the St. Paul Police Department. She was an eager and quick learner, intelligent, and her outstanding capabilities soon became obvious to us all. Throughout her successful career, Laura demonstrated leadership and an ability to grasp solutions. It was as though she was destined to be President of IAWP, where she worked diligently, expanded, organized, and always followed through on her responsibilities and challenges." — Carolyn Bailey, Lieutenant (RET), St. Paul Police Department, Past-President IAWP.

Expanding IAWP's Footprint in UAE

After her election, she was invited to speak at the Sharjah, United Arab Emirates (UAE) Police Department's, International Conference on Police Sciences. The Middle East was completely unknown territory for the IAWP and yet this opportunity fit well with Laura's goals of globalizing the organization. Toiling with the sluggish email and fax systems of the day, Laura worked with members of the Sharjah Police Department to bring a delegation of women to the conference including then Executive Director Julie Brunzell, and IAWP members Mylan Masson, and Maureen Poole. While there, Laura and Julie met with Brigadier General Mohammed Khalifa Al Mualla, Commander in Chief of the Sharjah Police Department to discuss establishing a women's police affiliate organization. Laura also challenged the commander to increase the numbers of policewomen and to offer those interested more stimulating job opportunities. Laura later stated, "Seeds were planted that will continue to be nurtured and refined. We are committed to building on this foundation and in furthering the representation of women police the Middle East and other parts of the world." The presentation in Sharjah was well received and the IAWP promptly received an invitation to go to Abu Dhabi, UAE, to present at its International Community Policing Conference. There, Laura met with representatives from the Abu Dhabi Police Department and separately with representatives of the Sharjah Police Department to begin the process of developing a network of police women affiliates in the Middle East and to discuss training requests from women police officers. Upon returning from the UAE, Laura was determined to bring the first spring board meeting of her administration to Brussels, Belgium, in solidarity with the Belgian Association of Women Police's 5th anniversary and the European Network of Police Women's (ENP) 10th anniversary.

These relationships with kindred women's policing organizations helped build IAWP's visibility and offered its membership a remarkable opportunity to learn from other countries. Laura stated, "I feel hopeful that we, the IAWP, are doing what we can to build relationships and encourage global partnerships and collaboration. I appreciate the essence of diverse cultures, religions and mores, and I note that as I meet and relate to people around the world, those experiences have enhanced my life."

There were many successes at the Brussels spring board meeting. For the first time, the UAE sent seven women police officers to the Brussels conference where they attended the conference, presented information about their experiences in the Sharjah Police Department, and built relationships with policewomen from other parts of the world. These Arab women had never traveled outside of the Middle East, so it was quite an experience for them and the IAWP. While in Brussels, Laura sat down with the Sharjah women and their commander and worked out a detailed application to create the first Arabic women's police affiliate to the IAWP. This application was accepted at the 1999 fall board meeting in Philadelphia, Pennsylvania and the United Arab Emirates Police Women's Association officially became an affiliate of the IAWP. Accompanying its application for affiliation, the UAE sent membership applications for 82 Arab police women, with a promise of 200 more. Laura returned to the UAE several times to promote the IAWP, to meet with UAE police leaders on the status of women in policing in the Middle East, and to train and educate both men and women police officers in the region. While there, not to be outdone by the male officers, they met every challenge, even in high heels and a skirt!

Creating More IAWP Regions

To further encourage more international participation, Laura lobbied fiercely to create new regions. The Board agreed, as did the membership. At the fall annual general meeting in Philadelphia, Pennsylvania the membership voted to add four new regions (Asia, Middle East, Central/South America (including Bermuda, Jamaica, Puerto Rico, Caribbean Islands, Virgin Islands, and Africa). Laura commented, "It seems to me less important that we currently have members in those regions compared with the importance of opening doors and creating environments where women feel welcome to participate.

I believe as an organization we have an obligation to develop flexibility when creating opportunities for the expansion of the IAWP." Throughout her presidency, Laura continued to build relationships, alliances, and partnerships that enhanced the profile of the IAWP. She attended and spoke at the annual conferences of the European Network of Policewomen (ENP) and the National Center for Women and Policing (NCWP), where she also held an advisory position. She attended several roundtables initiated by Helen McDermott, a police leader from Australia, which focused on common issues facing women police. These organizations included the ENP, the NCWP, the National Association of Law Enforcement Executives, Women in Federal Law Enforcement, and the Australasian Council of Women and Policing (ACWAP). As stated by Chief (RET) Penny E. Harrington, "In 1995, Katherine Spillar and I established the National Center for Women & Policing (NCWP) to address issues and problems that women police officers were facing... I knew that I wanted to work with the IAWP... Laura Goodman was one of the first women to join our Advisory Board. Through the years, we have worked closely together." The partnerships that were established were a marvelous catalyst to many new and innovative ideas that ensured IAWP's continued success globally. Laura's commitment to opening doors and encouraging new memberships also exposed IAWP to political entities that were now routinely asking for IAWP's opinion when creating legislation and making important decisions affecting law enforcement.

Fostering Police-Community Relationships

In the United States, Laura was twice invited by then United States Attorney General Janet Reno to work on focus groups to foster police-community relationships. The United States Federal Bureau of Investigation's (FBI) Behavioral Sciences Division invited IAWP to participate with five other countries in a workgroup to consider the role of policing through 2020 and to create a "preferred future" for law enforcement. The State Department later requested IAWP's participation in a DNA task force. The National Association of Police Officers (NAPO) invited IAWP to be on its award committee for its Top Cops Awards, which Laura accepted and faithfully completed. Laura also represented IAWP by attending the annual Top Cops ceremony in Washington, DC. Whenever I needed assistance on getting more women into leadership roles in law enforcement, Laura Goodman was one of the first people I would call. She was always extremely supportive and had creative ideas. She was so admired by the women in Minnesota and she encouraged them to attend the NCWP training seminars. —Penny E. Harrington, Chief (RET)

Laura's IAWP Presidency

When Laura's presidency began, there were no bids for future national or international conferences on the table — a shocking reality for the IAWP. By her second year, bid inquiries came from Spain, Italy, Australia, Puerto Rico, Mexico, Switzerland, Ohio, and San Francisco.

Laura's intention to build a respectable and global reputation for the IAWP was successful. As we look to the future, Laura stated, "It seems like a good idea to continue to work toward building relationships outside North America. This provides our members with ideas generated from all parts of the world that likely will enhance ways of thinking generated by diverse participation. As we look at the various cultures present in each of our countries, we must understand the need to learn from one another. We must reach out, teach, share, learn, and most importantly, be flexible in our processes."

Upon completing her presidency, Laura took her place as a trustee on the Board of Trustees (BoT). Several years later, she was elected Chair of the (BoT). Shortly after becoming Chair, issues were exposed necessitating the BoT to provide guidance and recommendations on the governance and responsibilities of the IAWP through a report to the Board of Directors.

The subsequent discussions over the next two Board meetings resulted in substantial changes and advancement of new policies and procedures for the IAWP Board and its membership. During this time, Laura demonstrated tremendous leadership and trust when she was able to engage the entire BoT, in a critical, but difficult dialogue on how to move forward. "As Chair of the Board of Trustees, Laura dedicated considerable time and skills to identify and pursue a serious problem which eventually saved IAWP thousands of dollars. I appreciate her friendship and admire her accomplishments!" —Carolyn Bailey, Lieu-tenant (RET), St. Paul Police. When necessary, Laura has demonstrated the leadership and courage required to safeguard the IAWP and ensure due diligence required of governing a nonprofit organization.

Within the Board of Directors, Laura has been a voice of reason, evidenced by members who continue to seek her opinion on difficult matters. "She listens and gives thought-ful analysis with the uncanniness of putting into words exactly what I was thinking". — Fabian Brown, Region 10 Coordinator. When listening to debate during board meetings, Laura is known to sit in quiet reflection before calmly, yet with conviction, leaning inward to diplomatically begin her analysis on the subject. When Laura speaks, everyone listens, a testimonial to the impact she has on the process of the business at hand. Laura's reputation for being fair, trustworthy, and ethical is evidenced by the fact that she has been entrusted to work on nearly every significant endeavor the Board of Directors has undertaken, most recently as a member of the President's Future Focus Group.

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