

# LINA MARIA MARMOLEJO

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## EDUCATION

- GEORGE MASON UNIVERSITY, Fairfax, VA, USA** Expected 2021  
Doctor of Philosophy (Ph.D.) in Criminology, Law and Society
- PARIS INSTITUTE OF POLITICAL STUDIES (SCIENCES-PO), Paris, France** 2006 – 2008  
Master of Arts in Public Affairs (M.P.A)  
Capstone white paper: "Assessing and Improving Wage Practices along the Supply Chain in China"  
Advisor: Dr. Daniel Vaughan-Whitehead
- AMERICAN UNIVERSITY, Washington DC, USA** 2002 – 2003  
International Certificate in Foreign Policy and International Business and Trade
- UNIVERSITY EXTERNADO DE COLOMBIA, Bogota, Colombia** 1998 – 2003  
Bachelor of Arts (B.A.) in Finance and International Affairs

## HONORS AND AWARDS

- Summer Research Fellowship (\$5,000) Summer 2019  
*College of Humanities and Social Sciences, George Mason University*

## RESEARCH AND PROFESSIONAL EXPERIENCE

### GEORGE MASON UNIVERSITY (GMU), Fairfax, VA, USA

#### Department of Criminology, Law and Society, Volunteer Research Assistant Advancing Correctional Excellence (ACE!)

2017 - 2019

- *Supervisor:* Dr. Faye Taxman and Dr. James Byrne (University of Massachusetts Lowell)  
*Project:* Global Community Corrections Initiative  
*Tasks:* gather secondary data on community corrections in Latin-American countries, write fundraising proposals.  
*Project:* Smart Supervision, funded by Bureau of Justice Assistance (BJA)  
*Tasks:* conducted interviews with grantees, transcribed interview notes, coded and analyzed data, wrote literature review and final book chapter.
- *Supervisor:* Dr. Danielle Rudes  
*Project:* Youth Experiences Entering, Enduring, and Exiting from the Justice System  
*Tasks:* conducted observations of juvenile intake and diversion hearings, wrote field notes.  
*Project:* Together Alone: Organizational Change and Perceptions of Punishment, Risk & Health for those Living and Working in Solitary Confinement  
*Tasks:* led interviews with offenders and correctional staff, conducted observations of offenders and staff routines, wrote field notes, transcribed interviews.

#### Modeling Decision-Making in Legal Settings Lab

Fall 2016 - Spring 2017

- *Supervisor:* Dr. Allison Redlich  
*Project:* Understanding Engagement in the Plea Process  
*Tasks:* observed plea hearings, conducted interviews with offenders in local jails, data entering and coding.

### INTER-AMERICAN DEVELOPMENT BANK (IDB), Washington DC, USA

#### Institutional Capacity of the State Division (IFD/ICS), Consultant, Citizen Security

2011– 2019

#### Operational and field work

- Team member of nine different investment loan programs in Chile, Costa Rica, Honduras, El Salvador, Peru, The Bahamas and Guyana to improve the capacity of government agencies in the implementation of citizen security and crime prevention interventions. Main tasks included: lengthy missions to the countries, preparation

of project proposal, participation in negotiations both internally with bank staff and externally with government authorities, research on evidence-based practices and criminological theories.

- Lead the design and implementation of grants to support countries of the region related to the Criminal Justice System mainly in The Bahamas, Guyana, Colombia, México and El Salvador, as well as to support regional knowledge generation, dissemination and sharing of promising experiences.

#### ***Knowledge and Research***

- Contributed to the design of a knowledge and research agenda for the Citizen Security and Justice Cluster.
- Provided input into the preparation and development of knowledge and capacity-building products; supervised and oversaw the quality of publications, analytical studies and work of staff and external consultants.
- Lead the preparation, development and dissemination of knowledge products.
- Researched and implemented best practices for data collection, particularly for inmate's surveys in six Caribbean countries.

#### ***Technical Advisory work for the Citizen Security Initiative***

- Co-lead and coordinated the design and implementation of activities related to the Citizen Security Initiative, a trust fund (\$15 M), aimed at supporting countries to improve the effectiveness of their citizen security public policies. Main tasks included: research, development of the concept proposal, production and publication of the operational guidelines, provision of technical advice on projects eligible for funding, dissemination of activities.

#### ***Strategic and Institutional Management activities***

- Prepared and coordinated the design of the IDB Citizen Security Sector Framework Document, which guided the organization's work in this area for five years.
- Co-authored the Citizen Security Conceptual Framework which was intended as a tool to guide the analyses of the sector, drawing from a growing empirical knowledge base of what works and what doesn't in crime and violence prevention. Main tasks included: conducted research, data analysis and literature review.

#### ***Dialogue, Cooperation and Dissemination work***

- Supported the strategic coordination of the Citizen Security and Justice Cluster, including the identification and development of strategic alliances in particular topics, the coordination of internal initiatives with other sectors of the Bank, and the support of the production of knowledge products and country sectorial notes.

#### **Institutional Capacity of the State Division (ICF/ICS), Consultant, e-Government**

2009 – 2011

- Main tasks included: serve as a liaison with executing partners, develop project proposals, manage knowledge, take concept notes, contribute to project planning, and prepare budgets.
- Coordinated four international workshops related to the use of Information and Communication Technologies in parliaments (Washington DC, Peru, Uruguay and El Salvador). Participants included more than 150 legislators from Latin American and Caribbean region. Main tasks included: create and prepare background documents, handle relationship with sponsor institutions, offer presentations, moderate working groups, produce final reports to be present to donors.
- Assist in the design of a US\$ 6 million loan proposal to strengthen El Salvador's Legislative Assembly. The preparatory phase of this proposal included lengthy missions to the country, participation in negotiations both internally with bank staff and externally with government authorities, the provision of knowledge and empirical evidence related to the program's problems or main factors (or causes), and definition of the program's impact and outcome indicators.
- Conducted research on the Bank's technical assistance projects in the last ten years, specifically detecting the presence of ICT and Institutional Strengthening components. Main tasks included: creation and handling of large databases, processing of data, and production of a report presented to ICS specialists. Research also included documentation of best practices and evaluation of lessons learned in topics related to the use of ICT in public administration.

#### **FAIR LABOR ASSOCIATION (FLA), Geneva, Switzerland**

##### **Corporate Social Responsibility Study, Research Consultant**

2007 – 2008

- Researched and analyzed in depth the following Corporate Social Responsibility topics: current wage practices, the fair wage concept, and working conditions along the supply chain in the garment sector in China. Primary

research was combined with field work in Shanghai and Beijing including extensive interviews with representatives from several NGOs, factories and firms.

- Co-authored a new toolkit that measures fair wages in the Chinese garment manufacturing industry, including recommendation on how to incorporate these issues into CSR and the roles different stakeholders can assume in developing solutions.
- Contributed to the development of the Fair Wage Network (FWN) by researching information on CSR developments in Latin America and the Caribbean on specific issues related to wages.

## **ORGANIZATION OF AMERICAN STATES (OAS), Washington DC, USA**

### **Executive Secretary for Integral Development (SEDI), Consultant, e-Government**

2003 – 2006

- Coordinated the implementation of the MuNet program, a US\$1 million initiative that promoted the implementation of e-government at the sub national level in the Latin American Region. Main tasks included: coordination with 22 local authorities, supervision of international consultants, review of products and reports, monitoring of compliance with the execution plan and allocated budget.
- Planned, designed and managed the Best Practices Forum of the Americas, a US\$ 400,000 initiative designed to promote the implementation of cohesive public policies at both national and local levels through the virtual exchange of practical experiences, best practices and lessons learned. Main tasks included: moderation of all online discussion, preparation of supporting documentation for discussions, production of final reports for publication, supervision of consultants and reporting to donor institutions.

## **PUBLICATIONS**

### **Peer-Reviewed Publications**

Byrne, J., Kras, K., & Marmolejo, L. (2019). International Perspectives on the Privatization of Corrections. *Criminology and Public Policy*. 18 (2), 477-503.

### **Book Chapters**

Marmolejo, L., Byrne, J., & Taxman, F.S. (2019). Innovations to Transform Probation Supervision: An Examination of Experiences across eleven US Agencies. In P. H. Graham, McNeill, P. Raynor, F. Taxman & C. Trotter & (Editors). *The Routledge Companion to Rehabilitative Work in Criminal Justice*. London: Routledge.

### **Technical Reports & Translational Work**

Muggah, R., Szabó de Carvalho, R., Alvarado, N., Marmolejo, L., & Wang, R. (2016). Making Cities Safer: Citizen Security Innovations from Latin America. Inter-American Development Bank, Igarapé Institute and World Economic Forum.

Citizen Security and Justice Sector Framework Document. (2014). Inter-American Development Bank (IDB). Washington, DC.

Abizanda, B., Serra-Hoffman, J., Marmolejo, L., & Duryea, S. (2012). Citizen Security: Conceptual Framework and Empirical Evidence. Discussion Paper (IDB-DP-232). Inter-American Development Bank (IDB). Washington, DC.

### **Manuscripts Under Review and In Preparation**

Rengifo, A. & Marmolejo, L. (under review). Acción y representación: Indicadores de desempeño de la defensa en una muestra de audiencias de control de garantías en Colombia. *Latin American Law Review*.

Marmolejo, L., & Barberi, D. (under review). Pretrial Detention in America. In *Criminal Justice in America: The Encyclopedia of Crime, Law Enforcement, Courts, and Corrections*. ABC-CLIO.

Barberi, D., & Marmolejo, L. (under review). Electronic Monitoring in America. In *Criminal Justice in America: The Encyclopedia of Crime, Law Enforcement, Courts, and Corrections*. ABC-CLIO.

Dezember, A., Doyle Feingold, K., Duhaime, L., Kanewske, L.C., Marmolejo, L., Maupin, C., Stoltz, M., & Wire, S. (in preparation). The Prevalence of Experimental Designs in Criminology: Why aren't there more?

Marmolejo, L. (in preparation). Probation, Parole and Community Corrections: A Caribbean Perspective.

Marmolejo, L., & Taxman, F. (in preparation). An examination of the impact of legal representation in pretrial detention.

Barberi, D. & Marmolejo, L. M. (in preparation). Antes y Después del Acuerdo de Paz en Colombia: Crímenes Cometidos y Encarcelamiento.

## CONFERENCE PRESENTATIONS

- Marmolejo, L., & Taxman, F. (2019, May). *The impact of legal representation in pretrial detention*. Paper presented at the Annual Meeting on Law and Society. Washington, DC.
- Barberi, D., & Marmolejo, L. (2019, May). *Before and after the Peace Agreement in Colombia: Crimes and Incarceration*. Paper presented at the Annual Meeting of the Latin American Studies Association. Boston, MA
- Rengifo, A., & Marmolejo, L. (2019, March). *Acción y representación: Indicadores de desempeño de la defensa en una muestra de audiencias de control de garantías en Colombia*. Paper presented at the Latin American Law Review Conference on Understanding the Judiciary: Empirical Studies on Courts. Mexico City, Mexico.
- Marmolejo, L., Byrne, J., & Taxman, F.S. (2018, November). *Innovations to Transform Probation Supervision: An Examination of Experiences across eleven US Agencies*. Paper presented at the Annual Meeting of the American Society of Criminology. Atlanta, GA.
- Marmolejo, L. (2017). *Probation, Parole and Community Corrections: A Caribbean Perspective*. Paper presented at the Annual Meeting of the Latin American Studies Association. Universidad Católica. Lima, Peru.
- Marmolejo, L. (2017). *Assessing Fidelity in the Cure Violence Model in LAC*. Paper presented at the First Latin American Conference on Criminology and Citizen Security. Universidad Tres de Febrero. Buenos Aires, Argentina.
- Pierce, J. & Marmolejo, L. (2016). *Measuring reform and change in prisons in Latin America and the Caribbean*. Paper presented at the Annual Meeting of the Latin American Studies Association. New York City, NY.

## TEACHING EXPERIENCE

### Teaching Assistant

#### *Capstone in Theories of Justice*

For Dr. Lisa Newmark, George Mason University

Spring 2017 & 2019, Fall 2018

#### *Capstone in Wrongful Convictions*

For Dr. Allison Redlich, George Mason University

Fall 2017 & 2019

## PROFESSIONAL DEVELOPMENT

- University of Pretrial, Maryland, USA  
Certificate of Online training. *Fundamentals of Pretrial Justice* Summer 2018
- Saint Andrews University, Scotland  
Certificate of Training. *International Summer School for Policing Scholars*. Summer 2016
- John Jay College of Criminal Justice, New York, USA  
Certificate of Training. *Advance course on Criminal Justice*. Summer 2015

## PROFESSIONAL MEMBERSHIPS AND SERVICE

- Manuscript Reviewer, International Criminal Justice Review (ICJR), Special issue on Prison Violence (2019)
- American Society of Criminology (ASC): Division on Corrections & Sentencing; Division of Policing
- Law and Society Association (LSA)
- Latin American Studies Association/Sociedad de Estudios Latinoamericanos (LASA)
- Latin American Criminology Society/Sociedad de Criminología Latinoamericana (SOCLA)
- Americas Prison Research Network/Red de Investigación Penitenciaria de las Américas (RISPA)

## SKILLS & LANGUAGES

- Statistical packages: R and SPSS; ATLAS.ti
- Languages: Spanish, English, French
- Countries of work experience: Chile, Colombia, El Salvador, Guyana, Honduras, México, and The Bahamas

## RESEARCH INTERESTS

Program Design and Implementation, Process Evaluation, International Criminal Justice and Security Sector Reform, Pretrial Detention, Community Corrections, Rehabilitation and Re-entry.