

ROBIN HARGRODER LEMAIRE

Center for Public Administration and Policy
School of Public and International Affairs
Virginia Tech

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Blacksburg, VA 24061
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EDUCATION

University of Arizona, School of Government & Public Policy, Tucson, Arizona

Ph.D., Public Administration and Policy, 2012

Dissertation: The Functions of the Network Executive: A Case Study of Network Management, Leadership, and Governance

Minor Fields of Study: Sociology, Public Finance

Vanderbilt University, Nashville, Tennessee

MA, French, 2003

Louisiana State University, Baton Rouge, Louisiana

BA, International Studies, 2001

BA, French, 2001

Minors: Spanish, Business Administration

PROFESSIONAL APPOINTMENTS

June 2018 to present: Associate Professor, Center for Public Administration and Policy, School of Public and International Affairs, Virginia Tech

August 2012 to 2018: Assistant Professor, Center for Public Administration and Policy, School of Public and International Affairs, Virginia Tech

JOURNAL PUBLICATIONS

Lemaire, Robin H. 2019. What is Our Purpose Here?: Network Relationships and Goal Congruence in a Canadian Child and Youth Health Network. *American Review of Public Administration*, <https://doi-org.ezproxy.lib.vt.edu/10.1177%2F0275074019879506>.

Lemaire, Robin H., Mannak, Remco, Ospina, Sonia, and Groenleer, Martijn. 2019. Striving for State of the Art with Paradigm Interplay and Meta-Synthesis: Purpose-oriented Network

Research Challenges and Good Research Practices as a Way Forward. *Perspectives on Public Management and Governance*, 2(3): 175–186.

Lemaire, Robin H. and Provan, Keith G. 2018. Managing Collaborative Effort: How Simmelian Ties Advance Public Sector Networks. *American Review of Public Administration*, 48(5): 379-394.

Lemaire, Robin H, Provan, Keith G., Mercken, Liesbeth, and Leischow, Scott J. 2017. Shaping the Evolution of the Information Flow: The Centralizing Mechanisms in the Evolution of the North American Tobacco Quitline Consortium. *International Public Management Journal*, 20(3): 467-488.

Lemaire, Robin H., Bailey, Linda, and Leischow, Scott J. 2015. Meeting the Tobacco Cessation Coverage Requirement of the Patient Protection and Affordable Care Act: State Quitlines and Cost-Sharing. *American Journal of Public Health*, 105(S5): S699-S705.

Mercken, Liesbeth, Saul, Jesse E., Valente, Thomas W., Lemaire, Robin H., and Leischow, Scott J. 2015. Co-evolution of Information Sharing and Practice Implementation among North American Tobacco Cessation Quitlines. *American Journal of Public Health*, 105(9): 1814-1822.

Provan, Keith G. and Lemaire, Robin H. 2015. Positional Embeddedness in a Community Source Software Development Network: The Importance of Relationship Intensity. *R&D Management*, 45(5): 440-457.

Provan, Keith G. and Lemaire, Robin H. 2012. Core Concepts and Key Ideas for Understanding Public Sector Organizational Networks: Using Research to Inform Scholarship and Practice. *Public Administration Review*, 72: 638-648.

Celik, Nurcin, Xi, Hui, Xu, Dong, Son, Young-Jun, Lemaire, Robin H. and Provan, Keith G. 2012. Simulation-based Workforce Assignment Considering Position in a Social Network. *Simulation: Transactions of the Society for Modeling and Simulation International*, 88:72-96.

Celik, Nurcin, Lee, Seungho, Mazhari, Esfand, Son, Young-Jun, Lemaire, Robin H., and Provan, Keith. 2011. Simulation-based Workforce Assignment in a Multi-Organizational Social Network for Community Based Software Development. *Simulation Modeling Practice and Theory*, 19: 2169-2188.

BOOK CHAPTERS/OTHER

Lemaire, Robin H. and Raab, Jörg. 2020. Chapter 9: Social network analysis and dynamic network analysis, in Joris Voets, Robyn Keast, Christopher Koliba (eds.) *Researching Networks and Collaboration in the Public Sector: Essential Research Approaches, Methodologies, and Analytic tools*, Routledge.

Lemaire, Robin H. 2019. Networks and public administration. In *Oxford Research Encyclopedia of Politics*. Oxford University Press. doi:
<http://dx.doi.org/10.1093/acrefore/9780190228637.013.970>

Raab, Jörg, Lemaire, Robin H., and Provan, Keith G. 2013. Chapter 10 The Configurational Approach in Organizational Network Research, in Peer C. Fiss, Bart Cambré, Axel Marx (eds.) *Configurational Theory and Methods in Organizational Research* (Research in the Sociology of Organizations, Volume 38), Emerald Group Publishing Limited, pp.225-253.

BOOK REVIEWS

Lemaire, Robin H. 2015. Reconsidering Classic Foundations. *Journal of Public Administration Research and Theory*, 25: 990-993.

Lemaire, Robin. 2014. Levitt, T. 2012. Partners for Good: Business, Government and the Third Sector. *Nonprofit and Voluntary Sector Quarterly*, 43: 614-617.

PAPERS UNDER REVIEW AND WORK IN PROGRESS

Lemaire, Robin H. Governing the centripetal forces of silos: An organizational ecology perspective on network communities and governance. (Under review at *Perspectives on Public Management and Governance*)

Sedgwick, Donna and Lemaire, Robin H. The Iron cage of Collaboration: Isomorphic Pressures and the Degree of Public-Public Pre-school Program Collaboration. (Under review at *Public Management Review*)

McKeague, Lauren and Lemaire, Robin H. Impartial Network Orchestration: Multiple Service Sector Networks and the Need for Intentional Neutrality.

Yang, Huishan and Lemaire, Robin H. Are Collaborative Challenges the Real Barriers to Working Together?: Exploring The Link between Perceptions of Collaborative Challenges and Network Relationships and Structure.

Sedgwick, Donna, Lemaire, Robin H. and Wirgau, Jessica. Behind the Network Curtain: Unraveling the Inner Processes of Collaboration.

Lemaire, Robin H. The Functions of the Network Executives: A Qualitative Analysis of Whole Goal-directed Network Management and Leadership.

Lemaire, Robin H. and Provan, Keith G. Network Brokers, Small World Structure, and Performance in a Publicly Funded Child and Youth Health Network.

Lemaire, Robin H. and Leischow, Scott J. The Ties to Practice: An Examination of Information Sharing Ties and Implementation of Evidence-Based Practices in a Smoking Cessation Network.

Paysour, Jake, Lemaire, Robin H., and Leischow, Scott J. Goal-Directed Network Learning: Resource and Institutional Influences on Standardization in a Smoking Cessation Network.

Lemaire, Robin H. and Sedgwick, Donna. Organizational Influence on Network Structures: Role Differentiation Within Networks.

Lemaire, Robin H., Edwards, Jaimie, and Thurlow, Kim. The Impact of Task Domain Conditions on Organizational Network Structure: A Comparison of Child Education and Hunger Relief.

RECENT CONFERENCE PRESENTATIONS

Lemaire, Robin H. and Segwick, Donna. Organizational Influence on Network Structures: Role Differentiation Within Networks. Public Management Research Conference (June 2019).

McKeague, Lauren and Lemaire, Robin H. Impartial Network Orchestration: Multiple Service Sector Networks and the Need for Intentional Neutrality. Public Management Research Conference (June 2019).

Yang, Huishan and Lemaire, Robin H. The Relationship between Perceptions of Collaborative Challenges and Network structure: An Exploration of Three Networks. Public Administration Theory Network (June 2019).

McKeague, Lauren and Lemaire, Robin H. Incentivizing, Forcing, and Nudging Network Administrative Organizations and the Tri-Governance of Mandated, Public Networks. American Society for Public Administration (March 2019).

Lemaire, Robin H., Edwards, Jaimie, and Thurlow, Kim. The Impact of Task Domain Conditions on Organizational Network Structure: A Comparison of Child Education and Hunger Relief. Association for Research on Nonprofit Organizations and Voluntary (November 2018).

Sedgwick, Donna, Lemaire, Robin H. and Wirgau, Jessica. Behind the Network Curtain: Unraveling the Inner Processes of Collaboration. Association for Research on Nonprofit Organizations and Voluntary Action national meeting (November 2018).

Lemaire, Robin H. A Farmed Community of Networks: Managing the Centripetal Forces of Silos. University of Arizona Organizational Theory and Public Management Workshop (November, 2018).

Lemaire, Robin H. Leading or misleading community change?: Philanthropic funders and using network analysis to target investment. Association for Research on Nonprofit Organizations and Voluntary Action (November 2017).

Lemaire, Robin H. The Functions of Network Executives: A Goal-directed Network Management Framework. Academy of Management (August 2017).

Lemaire, Robin H. What is Our Purpose Here?: Network Relationships and Goal Congruence in a Goal-directed Network. Academy of Management (August 2017).

Sedgwick, Donna and Lemaire, Robin H. Iron Cage of Collaboration: Isomorphic Pressures and Public Preschool Interorganizational Activity. Academy of Management (August 2017).

Lemaire, Robin H. and Linder-Zarankin, Michal. The Functions of Community Organizations as Partners in Emergency Response: An AGIL View. Association for Research on Nonprofit Organizations and Voluntary Action (November 2016).

Sedgwick, Donna and Lemaire, Robin H. The Iron cage of Collaboration: Isomorphic Pressures and the Degree of Public-Public Pre-school Program Collaboration. Public Management Research Conference (June 2016).

Van der Oord, Steven, Lemaire, Robin H., Kenis, Patrick, Cambre, Bart. Governance, Structure, and Processes: A configurational framework for the study of goal-directed networks. Public Management Research Conference (June 2016).

Lemaire, Robin H. and Leischow, Scott J. The Ties to Practice: An Examination of Information Sharing Ties and Implementation of Evidence-Based Practices in a Smoking Cessation Network. Goal-Directed Network Workshop (June 2016).

Lemaire, Robin H., Mannak, Remco, Ospina, Sonia, and Groenleer, Martijn. What do we know about the study of goal directed networks?: Striving for State of the Art via Meta-Synthesis. Goal-Directed Network Workshop (June 2016).

Lemaire, Robin H, Wirgau, Jessica, Moore, David, and Thurlowe, Kim. Facilitating Innovation in Childhood Education and Development: Efforts of a Rural Community Foundation to Increase Collaboration and Support Innovation. Association for Research on Nonprofit Organizations and Voluntary Action (November 2015).

Lemaire, Robin H., and Carboni, Julia. Revisiting the Whole Network Literature: Network Level Research versus Whole Networks as Systems of Organizing. Association for Research on Nonprofit Organizations and Voluntary Action (November 2015).

Carboni, Julia and Lemaire, Robin H. Revisiting the Whole Network Literature: Network Level Research versus Whole Networks as Systems of Organizing. Public Management Research Conference (June 2015).

Paysour, Jake, Lemaire, Robin H., and Leischow, Scott J. Goal-Directed Network Learning: Resource and Institutional Influences on Standardization in a Smoking Cessation Network. Public Management Research Conference (June 2015).

Lemaire, Robin H. The Functions of the Network Executives: A Qualitative Analysis of Whole Goal-directed Network Management and Leadership. The 10th Transatlantic Dialogue (June 2014).

Lemaire, Robin H. What is Our Purpose Here?: Network Relationships and Goal Congruence in a Canadian Child and Youth Health Network. International Research Society for Public Administration (April 2014).

GRANTS

FOCUS on Prevention: Improving quality of life by focusing on rural neighborhoods, Center for Peace Studies and Violence Prevention at Virginia Tech and Giles County, Award Amount: \$13,000, Principal Investigator.

Supporting Healthy Rural Communities through Increased Awareness of Well-being and System Factors, Destination Areas and Strategic Growth Areas at Virginia Tech, Co-Principal Investigator, Award Amount: \$19,963.

First Steps to Crime Prevention: Building and Sustaining an Early Child Education and Development Network, Center for Peace Studies and Violence Prevention, Virginia Tech, Award Amount: \$7,000, Principal Investigator.

An AGIL Network Approach to Community Resilience, Ridenour Faculty Fellowship Conference (RFFC)/Institute for Society, Culture, and Environment (ISCE) Grant, Virginia Tech, Principal Investigator, Award Amount: \$20,000.

AWARDS

College of Architecture and Urban Studies (CAUS) Certificate for Excellence in Teaching (April 2017).

Best Paper Presented at the International Research Society for Public Administration conference (April 2014).

Best Reviewer. Public and Nonprofit Division of Academy of Management 2013 Annual Meeting.

TEACHING

Virginia Tech

MPA - PAPA 5316 Government Administration II: Systems Skills; PAPA 5014 Concepts and Approaches in Public Administration; PAPA 5904 Project and Report; PAPA 6324 Personnel Processes and Policy Implications

PHD - PAPA 6114 Complex Organizations; PAPA 6344 Leadership and Management Processes in Public Administration; PAPA 6354 Advanced Topics: Public Management Networks; PAPA 6394 Capstone A

University of Arizona

MPA – PA 501 Public Organization Theory; Undergraduate – PA 406 Bureaucracy, Politics, and Policy (traditional in-class format and online wintermester)

PhD Advising

Virginia Tech

Completed Dissertation Committee (co-chair): 1

Completed Dissertation Committee (non-chair member): 8

Active Dissertation Committee (chair): 8

Active Dissertation Committee (non-chair member): 3

External

Active PhD Committee: Steven van den Oord, Antwerp Management School

PROFESSIONAL ACTIVITIES

Associate Editor for the Public and Nonprofit Division of the Academy of Management Annual Meeting, 2019 and 2020.

Committee Member, Keith G. Provan Award, Academy of Management Public and Nonprofit Division, 2017 and 2018.

Co-Chair, the 2015 Public and Nonprofit Doctoral Consortium at Academy of Management

Faculty Adviser, 2015 Public Management Research Conference Doctoral Workshop

Ad Hoc Reviewer: *Journal of Public Administration Research and Theory*, *Public Administration Review*, *Nonprofit and Voluntary Sector Quarterly*, *Review of Public Personnel Administration*, *R&D Management*, *Policy Studies Journal*, *Public Administration*, *International Journal of Public Sector Management*, *American Review of Public Administration*, *The Service Industries Journal*, *Nonprofit Management & Leadership*, *Public Administration Quarterly*, *Administration and Society*

Conference Reviewer: Academy of Management, Public Management Research Conference

Member: Public Management Research Association (PMRA), Academy of Management (AOM):
Public and Nonprofit Sector, Organization and Management Theory, Health Care
Management divisions, Association for Research on Nonprofit Organizations and
Voluntary Action (ARNOVA)

SERVICE AT VIRGINIA TECH

Department – MPA Adviser (2017-current), MPA Internship Supervisor (2014-present); MPA
Committee Chair (2018-2019), MPA Committee (2017-2018), PhD Committee Co-Chair
(2012-2016); Undergraduate Degree Taskforce (2016- 2017)

College – Faculty Association President (2018-2019), Honorifics Committee Member (2012-
2018)

University – Chair of the Tenure/Tenure-Track Committee of the Women’s Alliance (2018-2019)

COMMUNITY OUTREACH, ENGAGEMENT AND SERVICE

Taskforce Member of the New River Valley Community Health Improvement Plan. (Spring 2019-
current).

Smart Beginnings Advisory Board (Spring 2018).

Results Presentation. First Steps Three Years Later. (September 2019). Presentation to First
Steps Network.

Invited Presentation. Community Networks: CFNRV providing the missing piece. Presentation to
the Community Foundation of the New River Valley Board. (August 2018).

Invited Presentation. Key Considerations for Building Effective Networks. Presentation to
First Steps Network. (August 2018).

Invited Presentation. How to Build an Effective Network. Presented to the New River Valley
Regional Food Access Network (May 2017).

Results Presentation. United Way of the Roanoke Valley and the Family Self-Sufficiency
Network (February 2017).

Results Presentation. The New River Valley’s Early Childhood Education and Development
Network (January 2016).

Invited Presentation. Measuring, Describing, and Visualizing Mature Networks. Presented at the 2011 Network Leadership Symposium, Victoria, British Columbia (November 2011).

Lemaire, Robin H. and Milward, Brint H. Evaluating SACYHN: Network Analysis, Perceptions, and Findings. University of Calgary, Calgary, Alberta (September 2009).

Lemaire, Robin H. SACYHN Network Analysis: Research Design. Presented to the SACYHN Steering Committee, Calgary, Alberta (June 2008).

REPORTS

Lemaire, Robin H. and Moore, David. *Family Self-Sufficiency in Roanoke: Network Analysis Results* (June 2017).

Lemaire, Robin H. *SACYHN Network Analysis and Evaluation Report*. Report prepared for the Southern Alberta Child and Youth Health Network (June 2010).