Beyond Consensus

Improving Collaborative Planning and Management

Richard D. Margerum

In Beyond Consensus, Richard Margerum examines the full range of collaborative enterprises in natural resource management, urban planning, and environmental policy. He explains the pros and cons of collaborative approaches, develops methods to test their effectiveness, and identifies ways to improve their implementation and results. Drawing on extensive case studies of collaborations in the United States and Australia, Margerum shows that collaboration is not just about developing a strategy but also about creating and sustaining arrangements that can support collaborative implementation.

Margerum outlines a typology of collaborative efforts and a typology of networks to support implementation. He uses these typologies to explain the factors that are likely to make collaborations successful and examines the implications for participants. The rich case studies in Beyond Consensus—which range from watershed management to transportation planning, and include both successes and failures—offer lessons in collaboration that make the book ideal for classroom use. It is also designed to help practitioners evaluate and improve collaborative efforts at any phase. The book’s theoretical framework provides scholars with a means to assess the effectiveness of collaborations and explain their ability to achieve results.

Richard D. Margerum is Associate Professor and Department Head in the Department of Planning, Public Policy, and Management at the University of Oregon.

“This is a terrific book that is long overdue in so many ways.”
— Edward P. Weber, Director and Professor, School of Environmental Studies, University of Nevada, Las Vegas; author of Bringing Society Back In

“This book will be an invaluable reference for anyone who seeks practical ways to resolve complex and controversial resource management issues.”
— Judith E. Innes, Professor of City and Regional Planning, University of California, Berkeley

“Beyond Consensus will be an indispensable resource for anyone concerned with using collaboration to achieve results…superbly evidenced with more than forty detailed case studies across two continents…”
— Marcus Lane, Research Program Leader, Social and Economic Sciences Program CSIRO Australia