

# **Appalachian Landscape Conservation Cooperative**

## **Interim Governance Structure and Charter**

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### **1. Introduction – Landscape Conservation Approach**

Landscape Conservation Cooperatives (LCCs) are applied science and management partnerships initiated by the Interior Department bureaus and others involved in natural resource conservation and management. Secretarial Order No. 3289, issued on September 14, 2009 by Interior Secretary Ken Salazar, calls for the establishment of a seamless nationwide network to better integrate science and management to address landscape-level stressors and drivers of change including the changing climate. Definition of this network was based on a 2009 joint U.S. Fish and Wildlife Service (USFWS) and U.S. Geological Survey (USGS) team formulation of a geographic framework that aggregated Bird Conservation Regions for landscape-scale biological planning and conservation design for both terrestrial and aquatic species. The resulting National Geographic Framework identified large regions that crossed state and federal administrative boundaries. There are currently twenty-two Landscape Conservation Cooperatives that make up the National LCC Network. The geographic boundary of the Appalachian LCC spans a total of 15 states; from southern New York from the Hudson River down along the Appalachian Mountains to the northern forested areas of Alabama, Georgia, and South Carolina. It extends westward to the central hardwoods of Tennessee, Kentucky, and parts of Indiana and Illinois-including the two major river drainage basins that flow into the Ohio River Basin. The Appalachian LCC is administered through the USFWS Northeast Regional Office in Massachusetts and coordinated from the field by staff based in Virginia.

### **2. Appalachia Needs – Appalachian LCC Vision and Mission**

Appalachia is in an era of monumental conservation challenges. These include: the wholesale loss, fragmentation, and degradation of natural habitats; decline and loss of species and the services they provide and genetic isolation of remaining populations; increasing threats associated with wildfire and

change in natural disturbance regimes; dramatic changes in the hydrologic cycle with an increased risk of flooding as well as water scarcity, decrease in water quality and availability, and changes in water temperature; and the expansion of harmful invasive species and range expansion of disease vectors, pathogens and pests. Many threats will be exacerbated by the effects of expanding and emerging land-use changes and changing climatic conditions. It is imperative that natural resource management agencies and science providers -- including research agencies and academic institutions, conservation organizations and other industries and communities -- work together to understand the impacts of these stressors and determine how best to address these challenges within the Appalachian region.

The mountain region and drainage system along the Cumberland Plateau represents the richest of temperate areas in North America in terms of its biodiversity which evolved due to the Appalachian region's diverse topography with long broad ridges, steep slopes, deep gorges and wide intermountain valleys and geologic stability over long evolutionary time-scale periods. This unique combination of physical characteristics and history has resulted in a broad range of microhabitats and the presence of numerous species and communities that at one time existed in abundance but now only survive in particular places in the region. Numerous invertebrates, salamanders, crayfish, freshwater mussels and fish are restricted to single watersheds or peaks due to millions of years of isolation and favorable conditions. The Appalachian Mountains are also among the richest of temperate areas from a floristic standpoint, with over 6,300 known species of flowers. The Southern Appalachians are a global hotspot for aquatic species diversity in part because streams and rivers drain toward the south, allowing aquatic species to persist during successive glaciations. An illustration of the species richness among the aquatic communities is the measure of 290 fish species recorded within a single state – Tennessee – which is more than the number of fish species across all of Europe.

Human communities across the region are heavily reliant on nature-based industries, historic traditions of sport hunting, fishing and outdoor recreation, logging and agriculture. The mountains in the region play a critical role safeguarding and buffering the headwaters of key watersheds that serve the heavily populated regions of the North Atlantic, South Atlantic, and Great Lakes. Major threats to the biological diversity, as well as the environmental services and benefits to society they provide, include the complete loss, fragmentation, or disturbance to terrestrial and aquatic systems due to: expanding energy development; urban and suburban expansion with its attendant pollution and roadways; and changes to the hydrologic cycle due to extreme levels of water consumption, withdrawal and increased variability in the climate system.

***Vision** - The Appalachian Landscape Conservation Cooperative is a science and management partnership to protect the valued resources<sup>1</sup> and biological diversity of the Appalachian region, sustain the benefits provided by healthy and resilient ecosystems to human communities, and help natural systems adapt to large landscape-level stressors and those stressors that may be magnified by the changing climate.*

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<sup>1</sup> The term “valued resources” is used to reflect both natural and cultural resources.

**Mission** - *The Mission of the Appalachian Landscape Conservation Cooperative is to achieve sustainable landscape-level conservation through partnerships, shared resources, enhanced science-based management capacity, landscape level planning, and supporting conservation actions and research as part of a national network.*

### **3. Cooperative Structure**

The organizational structure of the Appalachian LCC governance consists of four levels (*see figure 1*): (1) Interim Steering Committee (ISC) level which is the decision-making and oversight body with the Executive Sub-Committee as a sub-set drawn from the full Committee; (2) Staff and Team level - includes Core LCC staff (hired) or partner staff assigned to support the Appalachian LCC, or other leading experts to serve as part of a technical advisory team in support of the work of the Appalachian LCC); (3) Group level - working or advisory groups established to address specific topics or issues, often drawn from the Partnership-at-Large (i.e., the partner organizations represented on the ISC); and (4) Stakeholder level - recognized as a component of the Appalachian LCC structure to reflect the formal commitment of the Appalachian LCC to engage, and put in place, a process to report-out on the work of the LCC as well as to solicit feedback and suggestions from the broader stakeholders groups of impacted members of society across the Appalachia region.

### **4. Governance Structure and Charter**

This interim governance charter authorizes the Appalachian LCC ISC to provide operational oversight to make programmatic, policy, and funding decisions until the permanent Steering Committee is put in place which is expected to occur within one year but no more than two years following adoption.

Criteria to govern the permanent Steering Committee will be developed over time with the Interim Governance Structure and Charter serving as the starting framework. Both the interim and permanent Governance Structure and Charter require full ISC approval for adoption, as subject to the terms outlined under of “Decision Making” (*see section below*). Until such time the ISC will serve as the governing body of the Appalachian LCC, operating under the terms of this interim governance structure and charter. Approval of the permanent governance structure charter is a pre-requisite for transition from interim to permanent operating status.

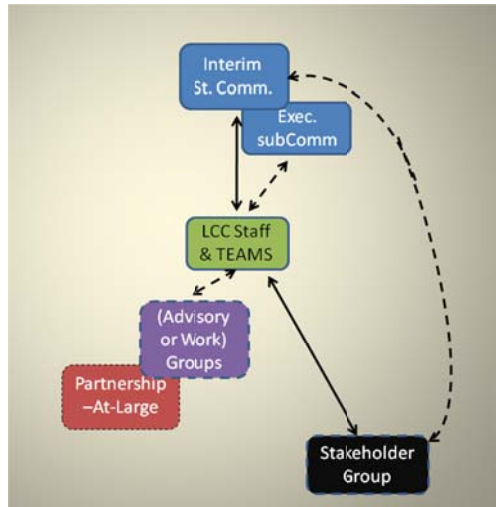


Figure 1. Simplification of Appalachian LCC Governance Structure.

## **5. Interim Steering Committee**

***Roles and Responsibilities:*** The ISC provides oversight of the Appalachian LCC and is responsible for providing: policy guidance; setting budgets; allocating resources and funds; and approving research or activity proposals. The ISC may instruct the Appalachian LCC Coordinator to establish and coordinate Technical Advisory or Work Groups and provide guidance on their composition, representation, and scope of work. Individual members of the ISC may serve on the Executive Sub-Committee, interim executive body, for decision making, development of the initial organizational and decision-making structure and assistance in development of the Appalachian LCC operational and annual work plans for the ISC approval and adoption.

***Leadership:*** Two positions are recognized within the Appalachian LCC leadership: Chair and Vice-Chair. The Chair, or the Chair’s designated alternate, shall convene and preside over all official ISC or Executive Sub-Committee meetings and conference calls of the Appalachian LCC, provide direction to the LCC Coordinator, and provide formal invitations to others requesting their service on the Interim Steering Committee (*see Criteria for Membership below*). In the Chair absence the Vice-Chair assumes the roles and responsibilities of the Chair and performs other duties as directed by the Chair. Both positions serve on the Executive Sub-Committee.

*(Chair)* The Chair of the ISC was appointed by invitation. The DOI LCC-sponsoring unit (USFWS Regional Office) identified and invited a recognized leader among the conservation community to serve as the Chair during the Interim phase of the Appalachian LCC.

*(Vice-Chair)* The Vice-Chair is voted into the position through a process of nomination or self-nomination, review by the Executive Sub-Committee to certify the list of candidates, and a general vote by the ISC. In an effort to encourage diversity among the Appalachian LCC

leadership, certification of the nomination list should encourage candidates representing different organization-types than that of the Chair. It does not preclude the nomination or appointment of an individual of the same organizational-type as that of the Chair, only that the diversity be represented in the nomination list. If the Executive Sub-Committee is not able to certify the nomination list, the ISC can vote to waive this recommendation and certification requirement, not to fill the position, or to allow the DOI LCC-sponsoring unit (USFWS Northeast Region) to appoint the Vice-Chair.

*(Terms)* The Chair and Vice-Chair serve in the position until the permanent Steering Committee is formed which is expected to occur within one year but no more than 2 years following adoption of this interim charter. If the Chair must step down before this period, the Vice Chair will be considered chair-elect and serve in this role for the remainder of the Chair's term. If the Vice-Chair position becomes open as the Vice-Chair assumes the role as Chair, or both posts are open, the vacated positions will be appointed following the process of nomination among ISC members and voting by the simple majority vote if a quorum is represented. The Executive Steering Committee may call an emergency meeting to elect a temporary Chair if both positions are open and a delay is anticipated before a vote of the full ISC can take place.

Decision-making: For purposes of Appalachian LCC business requiring full ISC membership, a "quorum" means at least 50 percent of the members in attendance, either principals or designated alternates, are represented in-person at the time the vote is taken. A member is considered to be "in attendance" if they participate in-person or via remote technology. If a quorum is present, decisions require a simple majority vote. Each participating organization, association, or individual officially serving on the ISC designates one primary and one alternate representative by name authorized to vote. Any substitutions require an official written notice that must be received by the Chair and LCC Coordinator prior to the day of the vote. An alternate may request a short suspension of the voting process in order to confer with their principal prior to voting and it is the Chair's prerogative to grant such requests and to determine the allowable time. The principal may submit a proxy vote that can be included in the voting tally but do not contribute to meeting the requirement of a quorum. This must be submitted to the Chair and LCC Coordinator in written or electronic form, no less than 48 hours before the vote is called. For issues directly affecting the programs or prerogatives of one or more entities not present at the time of the vote, proxy votes of affirmation or objection shall be obtained from each such entity prior to the proposal being placed into effect. The votes of representatives of organizations, associations or individuals that will directly benefit financially, as the principal beneficiary, from the outcome of a vote by the deciding body will not be counted if the individual has not already recused themselves from the vote.

Membership: As guided by the DOI LCC-Initiative Secretarial Order No. 3289 the Steering Committee, and by extension the Interim Steering Committee, will seek to include representation from Federal, State, Tribal and non-governmental organizations, as well as other organizations, associations, or industries that influence land-use at a landscape scale and influence landscape conservation of natural systems and valued resources. The initial members invited to serve on the Appalachian LCC ISC

represent senior conservation leaders and administrators within their own organization that represent a broad perspective of interests relevant to fulfilling the landscape-level conservation concept and balanced sustainability goals. Organizations represented on the ISC control or influence land-use and resource management decisions, or can offer resources and skills to enhance the work of the Cooperative membership to support the planning and delivery of sustainable conservation efforts.

*(Representation)* The Appalachian LCC covers a large geographic extent with many agencies or organizations operating across multiple states, regions, or area offices. States may also have more than one resource management agency or commission willing to serve on the ISC. In accepting the invitation to serve on the ISC, the representatives of multiple state agencies, organizations, or administrative units, agree to coordinate across the multiple units and making decisions requiring a vote or commitment of resources. The designated representative authorized to vote on behalf of the others must notify the Appalachian LCC staff and the Chair, in writing, no less than 48 hours before a vote is called. Regardless of the number of administrative units or state-authorities represented, each agency or state is only allowed one vote.

*Size and Adding Members:* There is currently no limit imposed on the size of the ISC in an effort to encourage greater outreach and inclusion during the early, formative phase of the Cooperative's development. Membership on the ISC remains open until a permanent Charter is adopted, with nominations for the ISC being considered from the current membership, Appalachian LCC staff, and representatives of other existing conservation partnerships, such as the bird joint ventures, fish habitat partnerships, and professional research and conservation organizations, working across the Appalachian region. State fish and wildlife agency representatives serving on the ISC will serve as their state point-of-contact and may choose to nominate other agency representatives operating within the state that influence large areas or resources. Nominations must be received in writing and sent to the Chair and Appalachian LCC Coordinator. The Chair will consider nominations following consultations with the Vice-Chair, Executive Sub-Committee, and LCC Coordinator.

*Term and Representation:* The development of the Appalachian LCC will rely heavily upon the commitment of service among the ISC members. Their guidance and leadership will be critical during the initial phase to build a successful Cooperative. Thus, membership on the ISC requires active participation. Participation may include attending meetings and phone conferences in person or via remote technology. Failure to participate in three-consecutive meetings signifies an inability or unwillingness to fulfill the commitment to serve. In that event, the Chair, in consultation with the Vice-Chair and Executive Sub-Committee, may terminate the group representation or ask that a new representative be selected to replace the individual. Membership on the ISC is subject to the term limits specified in the the permanent Appalachian LCC Governance Charter. Organizational representation on the ISC does not imply nor guarantee membership on the permanent Steering Committee.

*(Federal)* Federal representatives will hold a permanent seat on the Steering Committee, but the representative may rotate among people within the organizational agency<sup>2</sup>. Members may be reappointed at the agencies' discretion. Given the extensive geographic expanse of the Appalachian LCC which crosses multiple jurisdictional boundaries as defined by many federal agencies, an agency may offer more than one representative from the same federal agency if the regional boundary and authority of the federal agency represent significant geographic areas. Only one representative from each federal agency will be a voting member of the ISC and each agency will make its own decision on how to select the voting member and coordinate across their jurisdictional areas. Designation of the one voting agency representative will be identified and serve in that role indefinitely until the agency notifies the Appalachian LCC ISC Chair and LCC Coordinator in writing.

*(States)* State fish and wildlife agency representatives serving on the ISC will be appointed by the individual state's agency or agencies. The state agency may at any time choose to select a new representative for their seat on the ISC, or may at their discretion continue with the current representative. States may choose to have more than one representative if they want to expand the representation based on issues of taxonomic, or terrestrial versus aquatic focus, or area of natural lands within their jurisdiction. However, in this cases in which multiple representatives from the same state, or from the same state agency are representing on the ISC, only one representative for that state may vote on issues before the ISC. It is incumbent on the multiple representatives from the same state to coordinate on any vote or decision before the ISC. In cases where there are multiple representatives from the same state, the designated voting member will be identified in writing to the Chair and Appalachian LCC Coordinator no less than 48 hours before any scheduled vote. In the event that the state fish and wildlife agency does not participate on the ISC, the Chair and Appalachian LCC Coordinator will seek to identify a partner from other state agencies or major conservation partnership operating across the Appalachian LCC-state area overlap to serve on the ISC.

*(Tribal)* Native American Tribes that manage lands within the Appalachian LCC will select their Tribal representatives among their tribal nation-recognized bands. The individual Tribe may at any time choose to select a new representative for their seat on the ISC, or the Tribe may at their discretion continue with the current representative. Each tribal nation is granted one vote.

*(Non-Governmental, Other Organizations, Partnerships, Associations or Industry)* Inclusion of an organization-type or nomination of representative of an individual organization or group types will be made on a case-by-case basis to help the Appalachian LCC meet its mission and goals. Members may be reappointed at the organization's discretion. Organizations that have multiple state-level offices may request to have more than one representative on the ISC. However, in

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<sup>2</sup> For the purpose of this document the Environmental Protection Agency, Corp of Engineers, National Oceanic and Atmospheric Administration, and Forest Service are each considered as individual agencies as reflected by OMB codes. Within Department of Interior several individual agencies are recognized: USGS, USFWS, NPS, OSME, etc.

cases in which multiple representatives serve on the ISC, only one representative may vote on issues before the ISC. It is incumbent on the multiple representatives from the same organization to coordinate on any vote or decision before the ISC. The voting member will be identified in writing to the Chair and Appalachian LCC Coordinator no less than 48 hours before any scheduled vote.

*(Exception to the One-Vote Rule)* The one-vote rule for multiple representatives of the same agency, state, or organization allows for an exception in which an *ad hoc* decision arises before the ISC that was not previously announced or anticipated prior to the meeting. If the representatives feel a consultation among the various state or regional authority is required, the Chair or in the Chair's absence the Vice-Chair, may temporarily suspend the voting as appropriate to allow representatives to contact the relevant Principals before proceeding with a final vote. It is anticipated that voting will resume before the end of a scheduled meeting period. But it remains within the authority of the Chair to determine the appropriate length of time to suspend voting, given the need for timely decision-making in conducting the business of the Appalachian LCC.

Meeting Requirements: The ISC will have a minimum of two meeting per year: one in-person meeting and one conference call at the mid-term of that year. Additional meetings may be called as the need arises to effectively conduct the business of the Appalachian LCC and to facilitate planning and decision-making. All in-person meetings will offer a live-conference call for participation of those members unable to attend the in-person meeting. Participation in-person or live-remote will constitute a member's active engagement and service on the ISC. The Appalachian LCC may consider providing money for travel assistance for members unable to travel from administrative funds, but all travel assistance requests must be approved by the Chair and Executive Sub-Committee. Administrative oversight and dispersal of such funds will be handled by USFWS Northeast Region.

## **6. Executive Sub-Committee**

Roles and Responsibilities: The Executive Sub-Committee, a subset of the ISC members, was established to address time-sensitive decisions that cannot wait for regularly scheduled meetings or decisions related to the day-to-day operations and financial operations of the Appalachian LCC. A Treasurer is not required as funds will be administered by USFWS Northeast Region. To foster the ability to convene in-person or remotely to discuss and render a decision quickly in lieu of convening the larger ISC, the Executive Sub-Committee will consist of no more than 6 members, including the Chair and Vice-Chair. The Chair, or in the Chair's absence the Vice-Chair, presides over and guides Executive Sub-Committee meetings and consultations. The Chair is a non-voting member except in cases needed to break a tie in the case of a member's emergency absence or recusal.

Membership: Members on the Executive Sub-Committee will be selected from a list of self-nominating candidates drawn from and voted upon by the ISC, based on a review of the candidate's biographic



information provided to Appalachian LCC staff and capacity to participate. Members will be encouraged to consider the intent and broader focus of the Appalachian LCC in selecting Executive Sub-Committee membership which seeks to promote representation across different sectors, organizations, and regional representation. Should a member step down from the Executive Sub-Committee the Chair will call for nominations and a vote by the ISC to identify a replacement.

*Decision-making:* All members on the Executive Sub-Committee are voting members and decisions are made by simple majority of those participating in the consultation which requires a quorum before a vote can be taken. For purposes of Appalachian LCC business requiring an Executive Sub-Committee vote, a “quorum” means all but one member, either primary representatives or designated alternates, are represented in-person or attending the meeting live via remote technology, at the time the vote is taken. If a member cannot participate in the meeting an alternate may serve, or the primary representative may submit a proxy vote if the member and the Chair have discussed the issue prior to the vote. Proxy votes must be received in writing by the Chair, Vice-Chair, and Appalachian LCC Coordinator no less than 24 hours before the vote is taken.

## **7. LCC Core Staff and LCC Coordinating Team**

*(Core Staff)* The near-term staffing of the Appalachian LCC includes the Appalachian LCC Coordinator and Science Coordinator (to be hired in Federal Fiscal Year 2011).

*(Coordinator)* The LCC Coordinator reports to the Chair and Vice-Chair, ISC, and Executive Sub-Committee, but is a non-voting member on these decision-making bodies. Appalachian LCC support staff and Science Coordinator report to the LCC Coordinator. The LCC Coordinator will: perform the day-to-day operations of the Appalachian LCC to track funding and budgets; supervise staff; represent the Appalachian LCC in various technical and outreach meetings and report Appalachian LCC accomplishments; support the ISC, Executive Sub-Committee, Integrated Planning Team and all Technical Advisory or Work Groups; maintain close communication and strong working relationships with the committees and provide a vital coordination role between the various teams and groups and the ISC; coordinate with other LCC representatives across the National LCC Network and U.S. Geological Survey Climate Science Centers (CSCs) staff and partners; and serve as the “primary contact” for submission of all DRAFT Appalachian LCC policies, research support requests and other documents or proposals formally submitted on behalf of the Appalachian LCC.

*(Science Coordinator)* The Science Coordinator reports to and consults with the Appalachian LCC Coordinator in developing general program objectives, strategies, and evaluation of scientific information, research needs, and assessments of the landscape conservation work of the Appalachian LCC.

(*Coordinating Team*) The Appalachian LCC Coordinating Team includes the core staff and other positions, representing staff to be filled through hiring, contract, or temporary assignment from partner organizations (see figure 2). Staff support and expertise to serve as part of the Appalachian LCC Coordinating Team in the near-term include: (1) a Communications Specialist; (2) Data, Information, and Monitoring Manager; (3) GIS Specialist; and (4) Administrative Assistant. The role of the Coordinating Team is to facilitate meetings and consultations with technical work groups and advisory groups under the direction of the LCC Coordinator or Science Coordinator. The term “LCC Coordinating Team” is used to reflect a coordinating body composed of both core Appalachian LCC staff and others drawn from the Partners-at-Large (i.e., organizational representative on the ISC) based on their technical expertise, to assist in addressing the needs of the Appalachian LCC and to assemble a team with broad expertise to fulfill priority science needs and conservation objectives.

**8. Technical Advisory Teams or Work Groups**

The Appalachian LCC will rely on two different types of consultative units for the purpose of making recommendations that help inform decision-making of the ISC: Technical Advisory Teams and Work Groups (see figure 2). Designation as a “team” versus “work group” reflects the differences in who assembles the unit and defines its scope of work and length of service. Both teams and work groups provide critical and in-depth review and consultation on technical issues.

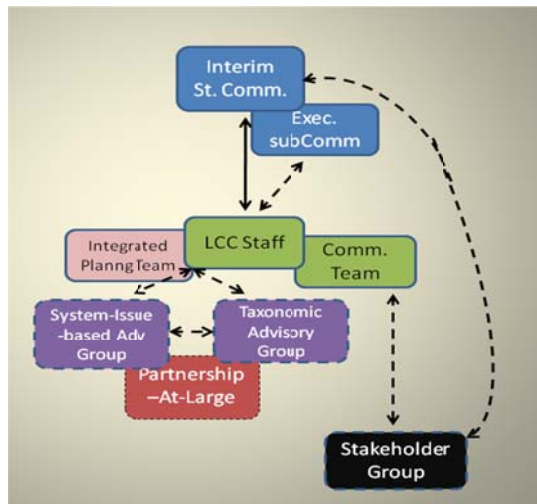


Figure 2. A more detailed representation of the various teams, and advisory- or work-groups.

(*Advisory Teams*) The term “team” is used to signify membership based on technical or subject-matter expertise that are assembled, as needed, by Appalachian LCC staff versus “work group” that are formed at the direction of the ISC. These teams will be assembled to better capture the field- or research-level conservation community observations to assist staff in formulating recommended research and planning needs to pass on to the Integrated Planning Team (see

*below*). They will represent both scientists and science-management experts from the conservation community. Three areas of advisory teams are anticipated: (1) taxonomic or system-focused teams; (2) integrated planning team; (3) a communications team. Membership on the teams will be filled through voluntary participation or temporary assignment from partner organizations. Advisory Teams are formed by the Appalachian LCC Coordinator or Science Coordinator to provide guidance and recommendations to the core staff. Meetings may be held in-person, via conference call, video conference or electronically and will be facilitated by a Chair or “thought leader” as nominated by the team.

The Integrated Planning Team serves as a collaborative advisory body to consider planning and coordination needs, opportunities, and recommendations for the ISC to consider. Team members are identified by and invited to serve by the Appalachian LCC Coordinator based on their proven expertise and ability to plan at the landscape-level, to incorporate diverse areas of scientific information and formulate synthetic analyses to help plan landscape-level activities and research programs. Recommendations for the Integrated Planning Team membership will be solicited from the ISC, the Partners-at-Large, and the broader research and conservation communities. A member for a Technical Advisory Team may also serve on the Integrated Planning Team.

The Communication Team is a more specialized LCC Coordination Team composed of both core staff and expertise offered to the Appalachian LCC by partner organizations (Partners-at-Large). The Communications Team makes recommendations to the ISC and provides the following services: helping to address the outreach and communication needs; identifying communication and networking needs and opportunities across the Appalachian LCC; identifying joint actions among Cooperative member organizations or operating units; and coordinating with neighboring LCCs and the National LCC network.

*(Work Groups)* For purposes of Appalachian LCC business, technical “work groups” are formed by the ISC to address any Appalachian LCC need. The ISC will review and approve the scope of work, composition of the work group, and duration of service before such work groups are formed. Work Group meetings may be held in-person, via conference call, video conference or electronically and will be facilitated by the Working Group Chair or by an ISC member serving as Chair. The Chair will be the primary point of contact for the Appalachian LCC Coordinator or Science Coordinator and will report to the ISC.

## **9. Stakeholder Groups**

The Appalachian LCC commits to host an open Stakeholder Group Forum (Forum) to all Cooperative partners, conservation organizations not represented on the Interim Steering Committee, and stakeholders influencing land-use and resource management decisions across the Appalachian Region. This is expected to be an annual meeting organized under the direction of the ISC and coordinated by

Appalachian LCC staff and Communications Team. Based on funding considerations, the goal will be to host an annual meeting which will alternate locations between the northern and southern reaches of the Appalachian region. Meetings will be held in-person and there will also be the option for participants to participate electronically (e.g. webinar or video-conference).

The Forum allows the Cooperative to report Appalachian LCC accomplishments and progress to a broad representation of partners and stakeholders and to receive their feedback and input. Working within an adaptive management framework, the Appalachian LCC will use the Forum as an opportunity to identify and better understand potential priorities, issues, concerns and needs of the partners of the Appalachian LCC and assure that current activities are aligning with partner needs. The Forum promotes and enables support for the organization and provides an opportunity for outreach and education. It is also a formal recognition of the importance and commitment by the Appalachian LCC ISC members to establish a formal mechanism for reaching out and engaging the broader community across the Appalachian region.

*Chronology:*

- *Review draft submitted to the ISC (July 15 – Aug 15, 2011).*
- *ISC meeting; Chair calls for a review and vote for approval of final draft (Sept 2 2011).*
- *Open review and electronic voting period (Sept 15-29, 2011).*
- *Results of vote for acceptance and adoption as of September 30, 2011.*
- *Charter remains in effect until a permanent Steering Committee is in place and replacement or revised charter is approved.*

David K. Whitehurst, Chair  
Interim Steering Committee  
Appalachian LCC