

Standing Rules of The Society of Wetland Scientists, Inc.

(September, 2019)

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The following rules are established to assist in conducting the business of the Society.

Section 1. Duties of the President

The President of the Society shall be responsible for conducting the Society's business, including the day-to-day direction of all committees and representatives, establish special committees required for the business of the Society and exercise such other responsibilities determined from time to time by action of the Society or its Board of Directors. The President shall preside at all meetings of the Society and shall serve as the Chairman of the Board of Directors. He or she will work with staff and the Society Treasurer to approve, in writing, any deeds, mortgages, bonds, and any contracts or instruments, which the Board of Directors has authorized to be executed, including signing any contract that involves legal exposure or has financial consequences for SWS in amounts greater than \$2,000 that are not associated with Annual Meeting contracts. The term of office shall be one year and shall commence at the conclusion of the Annual Meeting of the Society. Upon conclusion of that office, the President shall immediately become Past President.

Section 2. Duties of the President-Elect

Duties of the President-Elect are to assist the President and to perform the duties of the President when that officer is absent or unable to act. The President-Elect shall also serve as a member of the Local Program Committee in order to serve as a liaison between the Board of Directors, the Future Meetings Committee, and the Local Program Committee for the SWS Annual Meeting being planned the year that his/her presidency begins.

Section 3. Duties of the Secretary-General

- Obtain quarterly from the business management company a digital roster of the members in good standing.
- Upon request from the Board of Directors, Chapters or Sections, provide digital copies of membership lists.
- Serve as the Chairperson of the Membership Committee.
- Certify eligibility of members prior to any vote.
- Prepare and disburse information pertinent to increasing membership.
- Maintain a file of correspondence and records of the Society business. Annually transmit old correspondence and records to the SWS business office.
- Maintain and update copies of the Bylaws and Standing Rules and provide the Immediate Past President with the most current version for inclusion in the Leadership Manual and for posting on the website with assistance from SWS Staff.
- Prepare semi-annual reports of membership status and present reports at the meetings of the Board of Directors and to the membership at the Annual Meeting.
- Record minutes of the annual Business meeting of the Society and all called meetings of the Board of Directors. Distribute minutes to Board members and publish Business meeting minutes in Wetland Science and Practice and post on the website on the members-only section.

- Oversee development, procurement, and distribution of Society stationary, brochures, postage, photocopying, and other items as needed or directed.
- Serve as back up signatory to the Treasurer on Society financial accounts.
- Oversee establishment and sustainability of Student Associations and incorporate Student Association semi-annual reports into semi-annual report to the Board of Directors.

Section 4. Duties of the Treasurer

- Administer the financial resources of the Society and serve as signatory on all Society financial accounts, including those established by a Chapter or Section.
- Pay all bills of the Society as approved by the President or the Board of Directors.
- Review the Society's income tax returns.
- Prepare annual budgets and present a report on the budget at all meetings of the Board of Directors and to the membership at the Annual Meeting of the Society. Prepare an annual report for publication in the Bulletin and for posting on the website.
- Serve as co-chair of the Ways and Means Committee.

Section 5. Duties of the Immediate Past President

- Chairs the Nominating Committee, Bylaws Committee and Past Presidents Advisory Committee.
- Performs the duties of President if both the President and President-Elect are unable to act.
- Responsible for updating and maintaining the SWS Leadership Manual.
- Serve as Parliamentarian at meetings.
- Shall remain a voting member of the Board.
- Serve as one of two representatives to CASS (Consortium of Aquatic Scientific Societies). If unable to serve in this capacity for any reason, the Executive Board can designate someone else to be the CASS representative.

Section 6. Duties of the Editors

Wetland Science and Practice (WSP) publishes SWS news and announcements and topical articles with a focus on applied aspects of wetland science, management and policy.

Responsibilities of the WSP Editor include:

- Developing, soliciting, and organizing materials from a variety of sources.
- Coordinating with SWS Staff and Board members to ensure timely publication of important Society news announcements, e.g., nominations, election results.
- Sending the final copy to SWS Staff for layout and electronic distribution.
- Producing at least four issues on a quarterly basis.

- Providing a report to the Board of Directors at the mid-year and Annual Meeting.
- Wetlands is an international journal concerned with all aspects of wetlands and serves as the premier outlet for communicating research to an expanding community of international and interdisciplinary wetland professionals.

Responsibilities of the Wetlands Editor-in-Chief include:

- Providing a brief report to the Board of Directors at the mid-year and Annual Meeting.
- Working in consultation with the Wetlands Editorial Board and the contracted Publisher (currently Springer), exercise control of the editorial development and editorial content of Wetlands, and be responsible for applying consistently high editorial standards to all published contributions.
- Supplying Publisher with peer reviewed and accepted manuscripts and other editorial material, prepared in accordance with the Wetlands' published guidelines to authors, according to the schedule determined by the Production Department of Publisher.
- Use Editorial Manager (EM), a service provided by Springer, for the peer review process and communication with Associate Editors.
- Editors of Special Publications endorsed by SWS will follow all relevant Society policies and procedures.
- Select Doug Wilcox award winner from among editors annually.

Section 7. Salaries, Expenses, and Authority to Commit Funds

- Officers and Directors of the Society shall not receive any salary or clerical or other expenses unless approved by the Board of Directors in advance.
- Travel expenses to attend Board meetings and additional Executive Board meetings held separately from the Board meetings may be authorized by the President. A travel expense line item shall be incorporated into the annual budget as approved each fiscal year.
- The President of SWS shall review and sign any single long-term contract that involves legal exposure or has financial consequences for SWS in amounts greater than \$2000. This includes contractual agreements by Chapters or Sections. For example, commitments for convention space are included under this policy. For Chapter or Section expenditures, single commitments with financial consequences greater than 100% of a Chapter's or Section's assets also require the SWS President's signature.
- Net proceeds from the Annual Meeting shall be distributed in the following manner: 75% to SWS, Inc.; 25% to the host Chapter. Any deficit resulting from the Annual Meeting shall be assumed in full by SWS, Inc.

Section 8. Dues and Fees

- The dues for all members shall be recommended by the Board of Directors and approved by a two-thirds vote of the membership at an Annual Meeting.
- Ten (\$10) dollars of dues received from each member will be allotted annually to the Chapter to which each member is affiliated. Members may choose to become affiliated with more than one Chapter at a cost of ten (\$10) dollars for each additional Chapter. Likewise, members may join any number of Special Interest Sections at a cost of ten (\$10) dollars per Section. Additional Chapter and Section dues will be allocated directly to the Chapter or Section account. Regardless of the number of Chapter or Sections joined, only one set of benefits will accrue to a member, including voting rights. Additional requests for funds by Chapters or Sections must be submitted to the Board with written justification no later than three months prior to a meeting of the Board of Directors and will be considered on a case-by-case basis.
- The cycle for membership in good standing will be on a calendar basis, extending from January 1 to December 31. This term coincides with the fiscal year of the Society of Wetland Scientists. Wetland scientists who are disadvantaged through regional economic crisis, as in many developing countries (based on OECD classifications below), may apply for assistance with Society membership in writing to an elected officer or to the Business Office. The Society may grant up to three percent (3%) of its memberships as gratis memberships for two, 2-year terms at the discretion of the Secretary-General.

Section 9. Schedule of Dues and Fees

In accordance with the Bylaws, the following schedule of dues and fees is in effect for the various membership categories. All amounts are in U.S. dollars.

Regular Member Types (based on annual income)	
< \$40,000	\$80
\$40,000 - \$60,000	\$90
\$60,000 - \$80,000	\$100
\$80,000 - \$100,000	\$115
> \$100,000	\$125
Developing Country	\$25
Lifetime Member	
One Payment	\$1,500
Four Annual Payments	\$375
Additional Member Types	
Student	\$25
Family	\$120
Emeritus	\$50

Developed Countries

Country Type I: Aruba, Australia, Austria, Bahamas, Bahrain, Belgium, Brunei, Canada, Cayman Islands, Chinese Taipei, Cyprus, Denmark, Falkland Islands, Finland, France, French Polynesia, Germany, Gibraltar, Greece, Guam, Hong Kong, Iceland, Ireland, Israel, Italy, Japan, Korea, Kuwait, Libya, Liechtenstein, Luxembourg, Macao, Malta, Monaco, Netherlands Antilles, New Caledonia, New Zealand, Norway, Portugal, Qatar, San Marino, Singapore, Slovenia, Spain, Sweden, Switzerland, The Netherlands, United Arab Emirates, United Kingdom, United States, Virgin Islands

Developing Countries

Country Type II: American Samoa, Andorra, Anguilla, Antigua and Barbuda, Argentina, Barbados, Belarus, Botswana, Brazil, Bulgaria, Chile, Cook Islands, Costa Rica, Croatia, Czech Republic, Dominica, Estonia, Gabon, Grenada, Hungary, Latvia, Lebanon, Lithuania, Malaysia, Mauritius, Mayotte, Mexico, Moldova, Montserrat, Nauru, Northern Marianas, Oman, Palau Islands, Panama, Poland, Romania, Russia, Saudi Arabia, Seychelles, Slovak Republic, St. Helena, St. Kitts and Nevis, Trinidad and Tobago, Turks and Caicos, Ukraine, Uruguay, Venezuela

Country Type III: Albania, Algeria, Belize, Bolivia, Bosnia-Herzegovina, China, Colombia, Ecuador, Egypt, El Salvador, Fiji, Guatemala, Guyana, Honduras, Indonesia, Iran, Iraq, Jamaica, Jordan, Kazakhstan, Kiribati, Macedonia, Maldives, Marshall Islands, Micronesia, Morocco, Namibia, Niue, Palestine Administered Areas, Paraguay, Peru, Philippines, Samoa, Serbia and Montenegro, Sri Lanka, St. Vincent and Grenadines, Suriname, Swaziland, Syria, Thailand, Tokelau, Tonga, Tunisia, Turkey, Turkmenistan, Vanuatu, Wallis and Futuna

Country Type IV: Afghanistan, Armenia, Angola, Azerbaijan, Bangladesh, Benin, Bhutan, Burkina Faso, Burundi, Cambodia, Cameroon, Cape Verde, Central African Republic, Chad, Comoros, Congo Democratic Republic, Côte d'Ivoire, Djibouti, Equatorial Guinea, Eritrea, Ethiopia, Gambia, Georgia, Ghana, Guinea, Guinea-Bissau, Haiti, India, Indonesia, Kenya, Kiribati, Korea, Kyrgyz Republic, Laos, Lesotho, Liberia, Madagascar, Malawi, Maldives, Mali, Mauritania, Myanmar, Moldova, Mongolia, Mozambique, Nepal, Nicaragua, Niger, Nigeria, Pakistan, Papua New Guinea, Rwanda, Samoa, Sao Tome and Principe, Senegal, Sierra Leone, Solomon Islands, Somalia, Sudan, Tajikistan, Tanzania, Timor-Leste, Togo, Tuvalu, Uzbekistan, Uganda, Vanuatu, Yemen, Vietnam, Zambia, Zimbabwe

Membership entitles members to voting privileges, discounted registration for the annual conference, quarterly issues of Wetland Science and Practice, regional Chapter newsletter and activities, other Society communications, and six electronic issues of the journal Wetlands. Paper copies of Wetlands are available at an additional charge. Members are entitled to unlimited access to all back issues of Wetlands.

Section 11. Support of Outside Organizations and Their Activities

The Society will consider supporting activities by outside organizations. Criteria for consideration of Society support include:

- That the activity must be aimed at communication of sound wetland science, management, and/or conservation; and that Society resources may be used for various purposes but they may not be used to support the salary or remuneration of the activity organizers.
- Requests from outside groups that do not include financial support by SWS may be entertained at any time and should be transmitted in writing to a member of the Executive Board.
- Requests for financial support of an activity will be considered by the Board of Directors at the SWS Budget Meeting (usually held in the fall). Standing Committee budgets can be managed by the Chair for utilizing committed funds throughout the fiscal year. Chapters and Sections have autonomy for utilizing their budgets as their Board of Directors /Chairs have authorized. In some cases, the membership of a Chapter or Section should be consulted prior to funds being expended on the Chapter's Executive Board or Section's Chair for engaging in outside organizations' activities. It is a best practice to communicate the purpose of the activity, the purpose for which requested funds will be used, and a justification for the need of the requested funds. Outside groups supported by the Society for their activities shall recognize the Society for its support and when appropriate provide the Society with the option of setting up the Society display at no cost in an appropriate position.
- SWS Chapters and Sections shall establish their own protocols for receiving and selecting requests for activity support from outside organizations.

Section 12. Standing Committees

New Standing Committee members (Society members in good standing) and committee Chairs shall be appointed by the President in consultation with the Executive Board and/or Committee Chairs as soon as possible after the Annual Meeting. The President together with SWS Staff will notify all committee members and Chairs of their appointments and SWS Staff shall inform the Journal Editor, WSP Editor, and Journal Publisher so that all relevant documents, as well as the website can be updated. shall report the changes to the Past President for inclusion in the Leadership Manual. The President will charge each committee Chair with specific responsibilities after the Annual Meeting and throughout the year, and Chairs shall report to the President. Standing Committees shall assist the President and Board of Directors in the conduct of the affairs of the Society. Standing Committees may establish subcommittees upon approval by the Executive Board. The committee chair should submit a written request to the Executive Board stating the need for the subcommittee, basic committee responsibilities, membership size, and protocols and procedures. The Chair of each Standing Committee shall report at the mid-year board meeting and Annual Meeting of the Society. Specific committee

responsibilities are described in the Leadership Manual and should be regularly reviewed and updated.

- **Awards Committee:** This committee shall be responsible for developing, implementing, and maintaining all SWS awards programs recognizing various categories of outstanding individual and organizational contributions that further the objectives of the Society or advance wetland science. Additionally, a subcommittee of the Awards Committee shall be responsible for developing, and updating, as needed, criteria and procedures for obtaining, evaluating, and ranking student-developed wetland research proposals and selecting the award recipients. The Committee shall have a chair and each award subcommittee shall have a chair and two additional members each, except for the student grants subcommittee, which will consist of at least seven (7) members.
- **Bylaws and Standing Rules Committee:** This committee serves as the Society's official authority regarding all matters pertaining to the organization's Bylaws and Standing Rules. This committee shall be responsible for insuring that the bylaws and standing rules are accurately maintained and updated in accordance with the Society's Bylaws. This committee shall consist of the Immediate Past President (chair), the President, and the President-Elect.
- **Education and Outreach Committee:** This committee shall be responsible for fostering the exchange of accurate information on wetland science among wetland professionals, wetland educators, and the general public. The Committee shall consist of seven (7) members, including a student, an international member, and at least one member from each main sector (private, government, and academic). Subcommittees can be established, as appropriate, to address continuing activities of the Committee. Subcommittee chairs shall be members of the Committee.
- **Human Diversity Committee:** This Committee shall be responsible for increasing the participation of under-represented groups in both the Society and the profession of wetland science and shall take appropriate actions to attract such groups. The Committee shall be composed of at least five members.
- **Future Meetings Committee:** In collaboration with staff, this committee solicits and reviews initial proposals from SWS Chapters for future annual meetings. If there are no proposals, staff will take the lead on identifying potential locations and dates. The committee will present a motion to the Board of Directors for approval. The success of the annual meetings will be a joint effort among the Future Meetings Committee, Local Program Committee (sub-committee), Board of Directors and Staff. The Committee shall include six (6) members, including one (1) member from a recent meeting committee, two (2) former meeting chairs or elected board members, and three (3) additional members who have attended at least three (3) annual meetings.
- **Membership Committee:** The Committee shall be responsible for maintaining and increasing the membership of the Society, and shall take appropriate measures to

attract new members. The Committee shall consist of the Secretary-General, who shall be Chairperson, and at least four other members each representing a potential or existing Regional Chapter or Section.

- **Nominations Committee:** This committee shall solicit candidate nominations, announce a slate of nominees to the Board of Directors, and ask each candidate to complete the Candidate Profile Form for inclusion in an electronic ballot developed by SWS staff. The Committee will consist of the Immediate Past President as chair and two (2) Chapter Presidents or chairs (or their designates). The chapters contributing members are determined by rotation according to the schedule in the Leadership Manual.
- **Past Presidents Advisory Committee:** The primary purpose of this committee is for past SWS Presidents to share their collective wisdom of SWS operations and wetland science with the Executive Board and to share their network of colleagues that can lend their expertise to the development of State of the Science articles, serve on SWS Committees, provide advice on rapid response wetland issues and help mentor the Executive Board and the Board of Directors when requested.
- **Publications Committee:** This committee shall be responsible for issues related to the Society's publications and electronic forums. The committee shall consist of three editors and four (4) additional members.
- **Ways and Means Committee:** The committee shall be responsible for matters relating to the financial growth of the Society: 1) outreach and liaison between the Society and private and public organizations and individuals interested in providing financial gifts or endowments to further the educational, charitable, and scientific objectives of the Society; 2) proposing and conducting capital campaigns for the Society; and 3) evaluating and recommending investment strategies for the Society's endowments; and 4) reviewing and providing oversight of large contracts for major services to the Society.
- **Wetland Concerns Ad-hoc Committee:** This committee shall be responsible for promoting sound public policy through the development and communication of position papers that are based upon the best available scientific information and for drafting rapid response public statements.

Section 13. Special Committees

Special Committees composed of Society members in good standing can be appointed by the President in consultation with the Executive Board and/or the Board of Directors for a stated period of no more than two (2) calendar years from the date of appointment unless a specified extension is recommended by the President, and reauthorized by the vote of the Executive Board or Board of Directors. Special committees are appointed to assist the President, Executive Board and/or the Board of Directors with Committees developing information, services, or programs, which are generally short term and of a non-recurring nature. The Committee(s) shall report to the Executive Board or Board of Directors. Special committee reports may also be presented to the membership at the Annual Business Meeting. At the end of its appointment period, a special committee presents its report to the Executive Board

and/or Board of Directors, and then is disbanded. Special committees can be dissolved by the Board of Directors at any time.

Section 14. Chapters and Sections

- A Chapter or Section is established when (1) a petition including the names of the elected or acting chairperson of the Chapter or Section and bearing the signature of twenty-five (25) members of the Society in good standing has been received by and agreed to by the Secretary-General (in the case of Chapters those members must reside in the defined region); (2) a statement signed by the Chairperson and witnessed by two members attesting that the organizational structure and goals of the Chapter or Section will be in conformity with that of the Society is also received by the Secretary-General; and (3) the Board of Directors approves the Chapter or Section by a majority vote. Upon initiation of a new Chapter or Section, \$200 in start-up funds will be deposited by SWS into an account at a Society designated bank.
- Chairpersons of Chapters and Sections will be members of the Board of Directors of the Society.
- Society members shall be members of the Chapter in which they reside or which they request and may additionally elect to be members of other Chapters if they occasionally work in other geographic regions. If a Chapter wants to change its boundaries, it should, following appropriate inter- and intra-Chapter communication, petition the Board.
- Chapters or Sections shall prepare and submit semi-annual reports to the International SWS Treasurer, an accounting of all income, assets, and liabilities of the Chapter or Section.
- Chapter and Sections shall review and make such changes as necessary to their bylaws to bring them into conformation with the Society's Bylaws. Revised bylaws must be provided to the SWS Board of Directors and SWS Staff prior to the Annual Meeting.
- A Section in good standing is expected to sponsor or cosponsor a symposium, workshop, or other activity at the Annual Meeting.
- The Executive Board may intervene to revitalize a Chapter or Section if the leadership is not fulfilling their role as mandated in the bylaws and standing rules or lacks engagement for reasons other than lack of leadership (e.g. geographical issues, economic issues, etc.).

Section 14a. Chapter Boundaries

Areas prescribed for the formation of Regional Chapters are as follows:

- Alaska USA Chapter
- Asia Chapter: Beyond the boundaries of the China Chapter, Africa-Eurasia with the western portion of Eurasia occupied by Europe lying east of the Suez Canal, east of the Ural Mountains, and south of the Caucasus Mountains and the Caspian and

Black Seas. This definition puts Turkey in the Asian chapter, however, members from Turkey can designate either Asia or Europe as their chapter.

- Canada Chapter: All Provinces and Territories of Canada
- Central USA Chapter: Kansas and Missouri
- China Chapter: Within the national boundaries of the People's Republic of China
- Europe Chapter: All countries of the European continent and the British Isles
- International Chapter: Countries exclusive of those represented by other existing regional chapters.
- Mid Atlantic USA Chapter: Delaware, Maryland, New Jersey, New York, Pennsylvania, and the District of Columbia
- New England USA Chapter: Maine, Vermont, New Hampshire, Massachusetts, Rhode Island, and Connecticut
- North Central USA Chapter: Illinois, Indiana, Iowa, Michigan, Minnesota, Nebraska, North Dakota, Ohio, South Dakota, and Wisconsin
- Oceania Chapter: All States and Territories of Australia, New Zealand, Papua New Guinea, and neighboring islands in the Pacific Ocean
- Pacific Northwest USA Chapter: Idaho, Oregon, and Washington.
- Rocky Mountain USA Chapter: Colorado, Montana, New Mexico, Utah, and Wyoming
- South Atlantic USA Chapter: Florida, Georgia, North Carolina, South Carolina, Virginia, West Virginia, Puerto Rico, and the Virgin Islands
- South Central USA Chapter: Alabama, Arkansas, Kentucky, Louisiana, Mississippi, Oklahoma, Tennessee, and Texas
- Western USA Chapter: Arizona, California, Hawaii, Nevada, and the US Trust Territories in the Pacific

Chapter boundaries shall be reviewed as necessary at meetings of the Board of Directors.

Section 14b. Special Interest Sections

- Biogeochemistry
- Education
- Global Change Ecology
- Peatlands
- Public Policy and Regulation
- Ramsar
- Wetland Restoration
- Wildlife
- Women in Wetlands
- Student

Section 15. Membership Directory and Leadership Manual

A membership directory, the Bylaws, Standing Rules, Leadership Manual, Code of Ethics, and current Strategic Plan shall be available on the SWS website and updated as appropriate.

Section 16. Order of Business

The agenda for a business session for an annual meeting of the Society shall include, but not necessarily be limited to, the following items:

- Call to order by the President;
- Report of the President;
- Report of the Secretary-General;
- Report of the Treasurer;
- Other old business;
- Installation of newly elected officers;
- New business and petitions; and,
- Adjournment.

Section 17. Rules of Order

The Society will adopt Robert's Rules of Order. Additions for clarification will be identified in the Leadership Manual. The Immediate Past President shall serve as Parliamentarian.

Section 18. Affiliated Societies

An Affiliated Society is a non-profit, scientific or conservation organization that is in a developing country as stated in the OEC Dact List and is independent of SWS but has a similar mission to study, manage, and/or conserve wetlands. Affiliated societies will have a formal link to SWS that is designed to promote mutually beneficial interactions and joint activities at the society and individual member level. Government agencies or for-profit companies or organizations cannot become affiliated societies of SWS. To facilitate developing interactions and joint events, affiliated societies are invited to send an observer to SWS Board of Directors meetings.

Benefits of Being an Affiliated Society: Members of affiliated societies will have access to the knowledge resources and networking opportunities of SWS.

1. Members of affiliated societies will receive the SWS Newsletter and will have immediate access to the latest issue of SWS' online journal, Wetland Science and Practice.
2. Members of affiliated societies will have immediate access to SWS webinars
3. Members of affiliated societies will pay SWS-member registration fees at SWS annual meetings and SWS chapter meetings.
4. Affiliated societies can promote their meetings and other activities through the SWS website and Newsletters.

Benefits to SWS: Having affiliated societies will help raise the visibility of SWS internationally and will promote developing joint activities with affiliated societies around the world. Affiliated societies will benefit SWS and its members in a variety of ways.

1. An affiliated society will encourage its members to participate in SWS annual and regional meetings and other events by promoting them on their websites, newsletters and social media.
2. An affiliated society will encourage its membership to publish their work in SWS publications (Wetlands, Wetland Science and Practice) and to present their work at SWS annual and chapter meetings.
3. An affiliated society will encourage joint meetings or symposia with SWS or with SWS chapters in their region

Applying to Become an Affiliated Society:

Any society or organization active in the field of wetlands can become an affiliated society of SWS. An applying organization, however, must be a non-profit with its own membership. Governmental agencies or any other kind of government entities or organizations as well as for-profit companies and organization cannot become affiliated societies. To become an Affiliated Society, a society or organization must apply for this status to the SWS Executive Board. The application must be made by a senior officer of the organization (e.g., president, executive director) and it should contain the following information: (1) legal name and address of the organization, (2) mission statement of the organization, (3) link to the organization's website, (4) current number of members, and (5) any other pertinent information. The EB will review all applications and will then send finalized applications to the SWS Board of Directors for formal approval. Affiliated membership shall be implemented through a memorandum of understanding (MOU) between SWS and the society applying to become an affiliated society. Each MOU will be evaluated on a case by case basis by the EB and BOD.