



# 2023 Board of Directors Leadership Manual

Version: approved 2023.10.04

## **Our Mission**

The mission of the Society of Wetland Scientists (SWS) is to promote understanding, conservation, protection, restoration, science-based management, and sustainability of wetlands.

October 4 2023

Dear Board Member,

On behalf of the Society of Wetland Scientist's Board of Directors, we are pleased to welcome you to the Board. We are impressed with your leadership skills and commitment to our mission. Your expertise will be extremely valuable as we work together to support the SWS mission.

Your commitment to fulfilling the roles and responsibilities of a Board Director is significant, and we hope you will find your duties both satisfying and challenging. Board service is hard work, but the benefits are rewarding as we work together to accomplish our goals.

The Leadership Manual serves as a reference for the organization and operation of SWS. It contains the Bylaws (basic rules only changed by a vote of the membership), Standing Rules which govern the administration of the Society (only changed by a vote of the Board of Directors), and the policies and procedures of the Society. Bylaws of the Sections and Chapters are provided in a separate document. Policies guide our decision-making, and procedures provide a pathway to accomplish these policies. This Leadership Manual links the daily operations to our vision, and we ask that you read and keep this as a reference during your term. Materials will be updated and provided to Directors as needed.

We look forward to your engagement in our work and know you will contribute tremendously during your tenure.

Please do not hesitate to contact us with any questions, ideas, or concerns.

Best regards,

Susan Galatowitsch  
President

Eric Stein  
President-Elect

William Kleindl  
Immediate Past President

Kai Rains  
Secretary-General

Lori Sutter  
Treasurer

# Table of Contents

BOARD OVERSIGHT & ACCOUNTABILITY .....	5
ABOUT .....	6
Your Responsibilities as a Volunteer Leader .....	6
Responsibility Matrix .....	8
Code of Ethics.....	9
Conflict of Interest Agreement .....	12
GENERAL POLICIES .....	13
ROLES & RESPONSIBILITIES .....	20
Officers.....	20
Executive Leadership Transition Guidelines .....	21
Committee Descriptions and Protocols .....	23
Awards Committee .....	24
Bylaws Committee .....	30
Education and Outreach Committee .....	30
Global Reach Committee.....	31
Human Diversity Committee.....	31
Future Meetings Committee.....	32
Membership Committee .....	36
Nominations Committee.....	37
Past Presidents Advisory Committee .....	39
Publications Committee.....	40
Ways and Means Committee.....	40
Wetlands Concerns Committee.....	41
Wetlands of Distinction (WoD) Committee .....	43
Sections .....	44
Biogeochemistry .....	44
Education .....	45
Global Change Ecology.....	46
Peatlands.....	46
Public Policy and Regulation .....	47
Ramsar .....	48
Student.....	49

Wetland Restoration .....	49
Wildlife .....	49
Women in Wetlands .....	50
Representatives .....	51
American Institute of Biological Sciences (AIBS).....	51
SWSPCP .....	51
Ramsar .....	52
National Association of Wetland Managers (NAWM) .....	52
Chapters .....	52
Chapter List .....	52
Student Association Guidelines .....	53
<i>Wetlands</i> Editorial Board & Submissions.....	54
<i>Wetland Science and Practice</i> Submission Protocols (ISPN: 0732-9393; online ISPN: 1943-6254).....	55
Protocol for Updating Leadership Manual.....	55
RESOURCES .....	57
APPENDIX I – BYLAWS.....	58
APPENDIX II – STANDING RULES .....	65
Section 1. Duties of the President .....	66
Section 2. Duties of the President-Elect .....	66
Section 3. Duties of the Secretary-General.....	66
Section 4. Duties of the Treasurer .....	67
Section 5. Duties of the Immediate Past President .....	67
Section 6. Duties of the Editors.....	67
Section 7. Salaries, Expenses, and Authority to Commit Funds.....	69
Section 8. Dues and Fees .....	70
Section 9. Schedule of Dues and Fees.....	71
Section 11. Support of Outside Organizations and Their Activities .....	72
Section 12. Standing Committees.....	72
Section 13. Special Committees.....	75
Section 14. Chapters and Sections.....	75
Section 14a. Chapter Boundaries.....	75
Section 14b. Special Interest Sections .....	76
Section 15. Membership Directory and Leadership Manual .....	76
Section 16. Order of Business .....	77
Section 17. Rules of Order .....	77

Section 18. MOUs for International Society Affiliation.....	77
APPENDIX III - CHAPTER AND SECTION OUTREACH INITIATIVE.....	79
History of SWS Chapter and Section Outreach Initiative.....	80
Chapter and Section Outreach Proposals .....	81
APPENDIX IV - TEMPLATE CHAPTER AND SECTION BYLAWS AND STANDING RULES.....	85
Bylaws of the <<Chapter or Section Name of the >> Society of Wetland Scientists, .....	86
( <i>revised &lt;&lt;date&gt;&gt;</i> ) .....	86
Standing Rules of The <<CHAPTER OR SECTION>> of the Society of Wetland Scientists, Inc. (<<Revised Date>>).....	92
APPENDIX IV – FINANCIALS.....	99
APPENDIX V – CHAPTER AND SECTIONS BYLAWS.....	106

# BOARD OVERSIGHT & ACCOUNTABILITY

## **ABOUT**

SWS connects you to the people, the resources and the issues that will advance your professional goals.

## **HISTORY**

The Society of Wetland Scientists was formed in March 1980 by Richard Macomber, a biologist with the US Army Corps of Engineers Board of Rivers and Harbors. From its inception, the SWS has been notable for providing a forum for scientists and managers to meet and work together.

A professional certification program was developed, and the first certifications for Professional Wetland Scientists and Wetland Professional in Training were conferred in 1994.

The first annual meeting outside the US was in 1993, when SWS met in Edmonton, Alberta, Canada, and the first annual meeting outside North America was the 2006 meeting in Cairns, Queensland, Australia.

## **MISSION**

The mission of the Society of Wetland Scientists is to promote best practices in wetland research, education, conservation, preservation, restoration, and management.

## **VISION**

To ensure that wetlands are understood, their importance recognized, and sound wetland science is used as a guide for wetland professionals and the general public to collaborate on research, conservation, preservation, restoration, and management of wetlands in our changing environment.

## **Your Responsibilities as a Volunteer Leader**

The Board of Directors is the governing body of the Society and is responsible for the organization's policy and fiscal oversight. The Board is accountable to the membership for providing vision and leadership to the organization. Members of the Board of Directors ("Directors") are expected to be fully engaged in the association and attend all board

meetings. The Association maintains a Directors and Officers Liability insurance policy to cover any legal difficulties related to organization work covering the business office and directors.

## **Primary Functions of the Board**

Directors should know the “big picture” of the Board’s major functions. Most organizations rely on a board to fulfill four fundamental roles:

### **Governance**

Through the authority granted in the articles of incorporation and bylaws, the Board is responsible for governing the organization. Governance is a broad oversight and is not considered a function of management or administration (staff roles.)

- *Directors are expected to understand the bylaws, attend all meetings, stick to the established agenda, start and end all meetings on time, and volunteer for committees.*

### **Policy and Position Development**

The Board reviews and develops policies and positions to guide the organization and its stakeholders. Policies are adopted for the recurring and critical issues that arise, in the form of a motion, to guide future boards and staff. Positions tend to relate to governmental or industry platforms.

- *Directors are expected to stay current on issues and trends affecting SWS and the membership.*

### **Visionary**

The Board sets the course for SWS and the professional field it represents well into the future.

- *Directors are expected to fully understand the mission statement, strategic plan, recruit future leaders, and promote SWS to others.*

### **Fiduciary**

The Board is responsible for the organization's finances and resources, including legal and ethical integrity and maintaining accountability.

- *Directors are expected to submit all reporting forms in a timely manner, prepare for meetings by reviewing the agenda and supporting documents, and treat the information under discussion as “confidential.”*

## **Primary Functions of Committees, Chapters and Sections**

In general, the Committees, Chapters, and Sections of SWS have different functions and goals. Standing Committees assist the President and Board of Directors in the conduct of the affairs of the Society – they act and implement to do the business of the Society. Chapters and Sections organize the membership based on shared interests, geographical or topical, respectively.

# Responsibility Matrix

September 2023

<i>A = Responsible Party</i>	<i>B = Advisory</i>		<i>C = Informed</i>				
<i>Description</i>	<i>Executive Board</i>	<i>Board of Directors</i>	<i>President</i>	<i>Treasurer</i>	<i>Comm</i>	<i>Members</i>	<i>SWS Staff</i>
<b>Budget &amp; Fiscal Control</b>							
Annual operating budget	B	A		B			B
SWS Staff travel and credit card expenses				A			
Set dues amount	B	A				A	B
Set meeting registration fees w/in budget	A				Meetings – B		B
Approve meeting budget	A				Meetings – B		B
Approve expenses >\$2,000			A	B			B
Expenses to SWS Staff				A			
Establish bank account	C			A			A
Establish investment portfolio	A	C		B	Ways & Means - B		B
<b>Organization</b>							
Hiring SWS Staff	C	C					A
Evaluation of SWS Staff	A/B	B					
Identify Executive Board candidates	B	B			Nominations – A		C
Vote in Executive Board and chapter elections						A	
Hire publisher and negotiate journal contract	A	C			Publications – B		C
Hire publisher and negotiate Wetland Science and Practice contract	A	C			Publications – B Ways & Means - B		C
Selection of or change in strategic alliances, partnerships, MOUs	A	B	Signs MOUs/MOCs – A				B
Business & operations	C						A
Establish policies & procedures	B	A					
Bylaw changes	B	A				A	
Board agenda	B	B	A				B
Changes in names and logos	B	A					B
Hiring auditing firm	A						B
Address member concerns	A		A				A
<b>Conference &amp; Programs</b>							
Region, city selection	B	A			Meetings – A		B
Site selection (hotel, conv center, etc)	B	C			Program – B		A
Sign hotel, AV, vendor contracts			A (If >\$2,000)				A
Program content					Program – A		
Joint meetings	B	A	A				
New programs	A	B			Meetings/Program - B		B



## Code of Ethics

1. In their interaction with the public, a member of the Society of Wetland Scientists shall:
  - Express opinions only on wetland matters for which they are knowledgeable or familiar with the facts;
  - Facilitate the communication of facts and issues concerning wetlands with the press and other media, except as restricted by contractual obligations;
  - Represent the facts and results of research accurately and adequately;
  - Represent accurately the capability of the science to resolve environmental problems and the capacity of wetlands to contribute to the welfare of SWS;
  - Reveal any conflicts of interest to clients or the public that may interfere with the full representation of the scientific facts as they can be reasonably interpreted and within all appropriate laws;
  - Avoid using the symbols of SWS as a vehicle for personal or private gain; and
  - Convey accurately that SWS membership does not imply certification or qualification to conduct wetland delineations, investigations, or related professional studies.
2. To promote the well-being of the profession, members of the Society of Wetland Scientists shall:
  - Serve as spokesperson for SWS only as directed by prior authorization in each instance of the Executive Board and the SWS Board of Directors;
  - Promote the profession in a positive but realistic manner to encourage involvement by young professionals and contribute to their advancement in the profession when warranted;
  - Practice professional behavior that is free from sexual harassment or discrimination with respect to religion, gender, sexual orientation, race, national origin, age, or physical restrictions;
  - Use laboratory animals and work in habitats of organisms in nature, including human subjects, in complete conformance with all appropriate laws and permits for the protection of organisms and in line with currently accepted practices for individual species;
  - Maintain the confidentiality of information produced for clients, as required by all appropriate laws;
  - Produce a signed report to the SWS Executive Board when there is a verifiable breach of code by another member, which the SWS Executive Board will review;
  - Refrain from injuring the reputation of another scientist through the use of false, biased, or otherwise undocumented claims; and
  - Be willing to volunteer their services for the public good.
3. To promote the advancement of science, members of the Society of Wetlands Scientists shall:
  - Claim authorship of or credit for only those papers, ideas, or practices to which they have made substantial and significant contributions through writing, study concepts, and design, data collection, or data analysis;
  - Not submit manuscripts for publication of material that has already been published or is under review for a different journal or book without notifying the publisher;
  - Not use the unpublished data of others for publication without the consent of and attribution to the principal investigator responsible for collection and maintaining the data;
  - Maintain confidentiality of the contents of manuscripts of the author when reviewing a manuscript;
  - Report promptly to the editor any errors discovered after a manuscript is published or is submitted for publication;
  - Maintain original records of research, methods, results, and analyses for a minimum of three years beyond the termination of the project;
  - Keep informed of advances in the field of expertise of the member, including the literature; methods of assessment, measurement, and analysis; and skills for the interpretation of data; and
  - Recognize that uncertainty is inherent in managing wetland ecosystems and encourage the application of the precautionary principle in management and policy decisions affecting wetlands.

## Conflict of Interest Policy

### Purpose

The purpose of the conflict of interest policy is to protect the interest of the Society when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or Director or the Society or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

### Definitions

- Interested person  
*Any Director, principal officer, or committee member with governing board-delegated powers now or in the past, who has a direct or indirect financial interest, as defined below, is an interested person.*
- Financial interest  
*A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:*
  - An ownership or investment interest in any entity with which the Society has a transaction or arrangement,
  - A compensation arrangement with the Society or with any entity or individual with which the Society has a transaction or arrangement, or
  - A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Society is negotiating a transaction arrangement.

Compensation includes direct and indirect remuneration and gifts or favors that are not insubstantial.

## Conflict of Interest Procedures

### Duty to Disclose

In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest to the Executive Board and be given the opportunity to disclose all material facts in either verbal or written format. Members should recuse themselves from any discussion in which they have a financial or employment interest. Anyone who has participated in financial or employment discussions shall be ineligible for direct financial gain from SWS for the subsequent three years.

### Determining Whether a Conflict of Interest Exists

After disclosure of the financial interest and all material facts, and after any discussion with the interested person, they shall leave the governing board or committee meeting while determining a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists and may reexamine cases where relevant information is later disclosed.

### Procedures for Addressing the Conflict of Interest

- If not included in the original communication, the President may request all relevant material facts from the interested person. An interested person may present at the governing board or committee meeting.
- After disclosure of the potential conflict and all material facts, and after appropriate discussion with the interested person, they shall leave the governing board or committee meeting while the determination of a conflict of interest is discussed and voted upon, and signified by a majority vote.
- The chairperson of the governing board or committee shall, if appropriate, appoint a neutral person or committee to investigate the material facts and potential alternatives to the proposed transaction or arrangement.

- After exercising due diligence, the governing board or committee shall determine whether the Society can obtain, with reasonable efforts, a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
- If a more advantageous transaction or arrangement is not reasonably possible, the governing board or committee shall determine, by a majority vote of the neutral Directors, whether the transaction or arrangement is in the Society's best interest, for its own benefit, and whether it is fair and reasonable before entering into the transaction or arrangement.

### **Violations of the Conflicts of Interest Policy**

- If the President has reasonable cause to believe an interested person has failed to disclose actual or possible conflicts of interest, they shall inform the interested person of the basis for such belief and afford the interested person an opportunity to explain the alleged failure to disclose.
- If, after hearing the member's response and after making further investigation as warranted by the circumstances, the Executive Board determines that the member has failed to disclose an actual or possible conflict of interest, they shall take appropriate disciplinary and corrective action up to and including cancellation of any completed transactions or arrangements.

### **Records of Proceedings**

The minutes of the governing board and all committees with board-delegated powers shall contain the following:

- The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, and any action taken to determine whether a conflict of interest was present, and the Executive Board decision as to whether a conflict of interest existed, and
- The names of the persons present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

### **Compensation**

- A voting member of the governing board who receives compensation, directly or indirectly, from the Society for services is precluded from voting on matters pertaining to that member's compensation.
- A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Society for services is precluded from voting on matters pertaining to that member's compensation.
- No voting member of the governing board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Society, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

### **Annual Statements**

Each Director, principal officer, and member of a committee with governing board delegated powers shall sign the Conflict of Interest Agreement (below) and submit to the Executive Board within one month of taking office and annually thereafter while in office to acknowledge that the individual:

- Has received a copy of the conflicts of interest policy,
- Has read and understands the policy,
- Has agreed to comply with the policy, and
- Understands the Society is charitable, and to maintain its federal tax exemption, it must engage primarily in activities that accomplish one or more of its tax-exempt purposes.

## Conflict of Interest Agreement

Each of the undersigned members of the Board of Directors (the "Board") and other non-board committee members of The Society of Wetland Scientists (the "Society") hereby acknowledges and agrees to the following:

1. That I have received a copy of the Conflicts of Interest Policy (the "Policy") adopted and approved by the Board;
2. That I have read and understand the Policy;
3. That I agree to comply with the terms and conditions of the Policy;
4. That I understand that the Policy applies to all committees and subcommittees having Board-delegated powers;
5. That I understand that the Society is a not-for-profit organization and that, to maintain the Corporation's tax-exempt status, the Society must continuously engage primarily in activities that accomplish one or more of its exempt purposes.
6. To my present knowledge, neither I nor any member of my immediate family is a Director, trustee, officer, shareholder, partner, member, owner, employee, or agent or any business or organization with which SWS or any of its subsidiaries has, or in the foreseeable future probably would have, a transaction, contract or other relationship that may give rise to a conflict of interest on my part or the part of a member of my immediate family, except as follows:

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(If there is none, write "None." Otherwise, list each applicable business or organization and the office or relationship of you or any member of your immediate family.) The Executive Board will review any documented potential conflict of interest.

7. I agree to report any changes in my response above to the Executive Board of SWS as changes in my circumstances occur.

Dated as of the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_\_.

\_\_\_\_\_  
Name (please print)

\_\_\_\_\_  
Signature

# **GENERAL POLICIES**

## **Rapid Response Protocol**

SWS will not jeopardize our 503c(3) status in signing or writing Rapid Response letters/statements (e.g., lobbying, with particular attention to heightened issues during election years). Members of the Executive Board should familiarize themselves with the criteria found on the IRS webpages (<https://www.irs.gov/charities-non-profits/charitable-organizations/exemption-requirements-section-501-c-3-organizations> ), and (<https://www.irs.gov/charities-non-profits/lobbying>).

- **Rationale:**

The Society of Wetland Scientists (SWS) is often asked to sign onto group letters and/or write comment letters on important scientific topics involving wetland-related issues. Sometimes these focus on local or single state actions and sometimes have regional, national, or international importance. Time frames for responding vary from several weeks to 24 hours' notice or less. SWS Executive Board may also wish to initiate a comment letter, or an SWS member may request that SWS initiate a comment letter.

It is the policy of SWS Executive Board to elect to sign or write comment letters where the SWS Executive Board, representing SWS Members, supports the content of the letter/position statement. This means that it:

- o aligns with the goals and strategic plan of SWS; and
- o addresses issues that have regional, national and/or international relevance for wetland resources and/or the work of wetland scientists, managers, policymakers, practitioners, and educators.

- **Protocol:**

When the Executive Board, Board of Directors, or SWS staff receives a request to sign or write a letter in support of a certain action or position, the request should be communicated as quickly as possible to the SWS President and the entire SWS Executive Board. The President acts as a conduit for the request. If the SWS President determines that an issue is one that the Executive Board has the expertise to evaluate, they or their designee signs, edits, or writes a letter with the Executive Board's endorsement (usually including Executive Board input into writing or editing the letter). The SWS Executive Board may choose to seek other co-signers for the letter, as appropriate. If the SWS President wishes to seek the advice of the Past President's Advisory Council (PPAC) or appropriate section chairs, they direct the Immediate Past President to consult with the PPAC or section chairs to determine if they, or someone they know, has the scientific expertise to evaluate the issue at hand and can mobilize quickly to provide counsel to the Executive Board. An ad hoc PPAC committee may be formed for a particular issue, but is not required. The Immediate Past President will compile the comments and suggestions from the PPAC and will provide the Executive Board with the PPAC's opinions, individually or collectively, on whether they recommend that the Executive Board should sign or write a particular comment letter. Similarly, relevant SWS section chairs or members with known subject matter expertise may be consulted as well. Opinions of the PPAC member(s), ad hoc PPAC committees, consulted members with subject matter expertise, and/or special interest section chairs will not be binding but will serve as guidance for the Executive Board. The final decision regarding whether to sign or write comment letters will lie with the Executive Board and, ultimately, with the SWS President or their designee who will sign for SWS.

After the PPAC members, the ad hoc PPAC consulted members, and/or Section Chairs respond, the Executive Board will review the suggested information, drafted letter, or revised letter and make changes as desired. The SWS President will sign the final letter and make it available to those advising the Executive Board and the Board of Directors. The letter or statement will be publicized to SWS members via the SWS monthly newsletter, the SWS webpage, Wetland Science and Practice, or other outlets as appropriate. The SWS President consult with the Wetland Concerns Committee to provide a more extensive review of the wetland issue that will follow the guidelines in the Leadership Manual for white paper and position paper development.

## Archiving Records

SWS records include documents, correspondence, financial records, publications, or electronic communications created by the Executive Board, the Board of Directors, SWS Staff, third parties employed by the SWS, and chapters on communicating with members or outside interests or managing the SWS's affairs. The following guidelines regarding scope of records and archival duration are designed to help the SWS maintain essential records for tax, audit, and historical reasons. The SWS Business Office maintains these records and supports sharing them with the Executive Board. However, if there is a change in business companies, the records are passed to the SWS President and new business office.

Record Type	Archival Duration
<b>SWS Publications</b> Brochures and publicity materials <i>Wetlands</i> <i>Wetland Science and Practice</i> <i>Conference materials</i> <i>Photographs</i>	Permanent Permanent Permanent Permanent Permanent
<b>Elected Officer Communications</b> Official correspondence	Permanent
<b>SWS Election Materials</b> Electronic version of ballot Electronic votes	Permanent Permanent
<b>Board of Directors and Executive Board</b> Regular and executive session agendas Regular and executive session minutes Chapter/section minutes Annual business meeting minutes Board and committee reports Contracts Memoranda of Understanding/Cooperation	Permanent Permanent Permanent Permanent Permanent Permanent Permanent

## Bank and Chapter and Section Finances

SWS and SWS chapter/section funds are held at the same financial institution. The chapter/section treasurers oversee their respective chapter's financials, while SWS Staff manage the payment and reporting of income. Chapter/section funds cannot be combined in any way. Each SWS chapter/section maintain a separate budgeted line item to identify current balances for each. SWS Staff is fully committed to financial transparency and positively serving the chapter/section volunteers with timely responses and a fast turnaround of expenses. Monthly financial reports and bank statements are circulated for the chapter/section treasurer's review. Chapter/section treasurers may request copies of their financial reports at any time. The following information provides detailed instructions for managing reimbursement, income, and expense. Please contact the SWS Business Office to obtain the reimbursement form or with any questions.

### Checking Reports for Chapters Outside of the U.S.

Chapters based outside of the U.S. with their own accounts must provide monthly reports by the 10<sup>th</sup> of each month, with a reminder on the 15<sup>th</sup>. The report will include a PDF copy of the monthly bank statement, even if there has been no activity that month. In the event that chapters fail to submit reports, SWS will withhold their annual membership disbursement until reports are submitted. Wire

transfer fees for the initial funds to be transferred to the new chapter checking account will be covered by SWS. The chapter will pay for all subsequent wire transfer fees.

### **Audits**

An external audit is conducted every third year, with a check or review in intervening years.

### **Expense**

All chapter expenses will be sent directly to the chapter/section treasurer for review. Upon approval of an expense, the treasurer will email SWS Staff a copy of the invoice needing payment with a note indicating the treasurer has agreed to this expense. The treasurer will also specify the purpose of the expense, for example, food and beverage, at an annual meeting.

### **Grants and Donations**

All grants and donations to SWS should be discussed with the President and channeled through the Treasurer and the Ways and Means Committee Chairs. Chapter Presidents, Committee Chairs, Section Chairs, and other SWS leaders shall inform the SWS President and Treasurer before an application is made to secure a grant or other funds.

Collecting donations for a specific purpose and creating special funds or endowments requires special record-keeping.

The types of endowments that SWS establishes are legally classified as "temporarily restricted." This means the donors are told that the funds or items donated are to be used for a particular purpose. The funds cannot be used for any other purpose i.e., their use is "restricted" to the stated purpose.

### **Income**

Any checks received by a chapter for deposit will be mailed to the SWS Business Office. Each check must specify the income's purpose (i.e., meeting registration) and identify the receiving chapter

Each chapter treasurer may request a \$50 (USD) check from the SWS Business Office, which is deducted from the corresponding chapter funds, to cover the postage cost to mail deposits to the SWS Business Office. Postage funds are wired to treasurers of chapters outside of the U.S. The wired amount should cover any currency exchange fees. Chapter/section treasurers must keep all related receipts and submit a reimbursement form to staff, prior to requesting another cash advance.

### **Insurance**

The SWS maintains a variety of insurance policies. At a minimum, the President and Treasurer of each chapter/section are named on the Directors and Officers Liability Policy, as they are the primary decision-makers. The SWS Treasurer can add other persons to the policy as needed. The SWS Business Office maintains this list, as well as insurance renewals. The SWS has a general liability, directors' and officers', and an umbrella policy. Contact the SWS Business Office for additional information about insurance.

### **Investment Accounts**

Those chapters/sections with high account balances may wish to open an investment account. The SWS Business Office currently holds investment accounts. Contact the SWS Business Office if you have questions on investments.



**Reimbursement**

Email the completed reimbursement form and copies of any receipts to SWS Headquarters with a note indicating the approval of the reimbursement.

**Silent Auction**

If a silent auction is held at the SWS Annual Meeting, the Local Program Committee is responsible for all aspects of soliciting donations and conducting and organizing the auction. The host Chapter receives the proceeds. SWS Staff will accept payment and provide receipts to donors per IRS requirements.

**Board Electronic Balloting**

The Board of Directors may vote on specific issues between regularly scheduled Board meetings via electronic balloting. SWS Staff will present the motion to the Board via email per instruction from the SWS President. Each ballot will pertain to a single issue, and a voting deadline will be included. A simple majority vote (51% of the Board members voting) of the Board is required. A failed motion that lacks a majority vote can be resubmitted for future consideration. The Secretary-General will report the motion and results of the vote as an addendum to the minutes of the next Board meeting.

The SWS Business Office shall keep an accurate record of the participants, discussions, and actions taken by the Board via the approved minutes of the Secretary-General. Actions resulting from e-mail ballots shall be documented in the minutes of the first Board meeting following the e-mail ballot. Should any member request formal debate by indicating in writing to the Executive Board their desire and reasons for debate, no action will be taken until the motion can be discussed during a Board conference call or in-person meeting.

Should the nature of the subject matter be best suited for Board dialogue, the motion will be discussed during a Board conference call or in-person meeting.

**Logo Usage**

The SWS logo is the sole and exclusive property of the SWS. The logo may be used only by SWS members, chapters, sections, and partners in good standing. Any failure by a user to comply with the terms and conditions contained herein may result in the immediate revocation of this license. It is important to maintain the integrity of the logo. Therefore, logo usage must conform to the following graphical standards:

- The logo should use only the “official” logo colors.
- Any scaling must retain the original proportions of the logo.
- The logo may not be modified in any way without the written consent of SWS.
- Additional text may not be added in such a way that it appears to be part of the logo itself.

**Mailing List Rental**

The mailing or email list may be rented for one-time use, limited solely and exclusively to the agreed-upon communication submitted to the SWS Secretary-General for prior approval. The List Renter will not duplicate or retain in any form whatsoever all or any portion of the said mailing or email list. Nor shall the List Renter permit any third party to do so. Sample mailing pieces or emails will be submitted for approval by the SWS Secretary-General. Furthermore, the Renter must confirm, prior to use, that they clearly understand that SWS in no way endorses any product or service advertised using the list.

List sales, distribution, and exchanges are to be managed by the SWS Business Office, with review and approval of the requests by the Secretary-General in a timely manner. Information on mailing list fees (i.e., cost per record, processing fees, and minimum order) are available from the SWS Business Office. The Secretary-General is authorized to reduce or

waive these fees for cause (e.g., for an economically disadvantaged professional organization based in a foreign country).

### **Membership 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.

The cycle for membership in good standing is on a calendar basis, extending from January 1 to December 31. This term coincides with the fiscal year of the Society of Wetland Scientists.

The standard dues for a membership category entitle a member to join one chapter. Ten dollars (\$10) per active member is allotted annually to that member's chapter. However, the member may purchase additional chapter affiliations for \$10. The cost of a section affiliation is an additional ten (\$10) dollars (per section) which is allotted annually to that members' sections. Additional requests for funds by chapters, sections, and committees must be submitted to the Board of Directors with written justification no later than three months before a meeting of the Board of Directors and will be considered on a case-by-case basis.

Regardless of the number of chapters/sections joined, only one set of benefits will accrue to a member, including voting rights.

Wetland scientists from disadvantaged developing countries (country classifications are based on OECD classifications based on regional economic limitations) may apply for assistance with SWS membership in writing to the Secretary-General or the SWS Business Office. The SWS 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.

For a 2-year trial period, lower the <40,000 USD regular membership category dues rate to 75 USD with no CPI annual increase beginning with the 2024 membership renewals and new memberships. If membership in the <40,000 USD regular membership category increases by at least 5% through December 2026, then this dues structure will become permanent effective January 2027 or until changed as part of a future dues evaluation. If this metric is not met by December 2026, then the trial period will end and this dues structure will no longer be in effect.

For a 2-year trial period, students will be automatically enrolled into the Student Section upon joining or renewing beginning with the membership year 2024. 10 USD of the Student dues will be allocated to the geographic chapter and 10 USD of the Student dues will be allocated to the Student Section. If Society-wide student membership increases by at least 5% through December 2026, then this dues structure will become permanent effective January 2027 or until changed as part of a future dues evaluation. If this metric is not met by December 2026, then the trial period will end, and this dues structure will no longer be in effect.

### **Memoranda of Understanding and Cooperation**

The SWS signs memoranda of understanding (MOUs) and memoranda of cooperation (MOCs) to formalize relationships with other professional organizations that further the SWS strategic plan. A document listing current and past MOUs and MOCs shall be maintained by the SWS Business Office and by the SWS President. In addition, our partner organizations are listed on the SWS website. Agreement documents are also accessible on the SWS website by SWS members only.

### **Publication Advertisements**

It is the current standing policy of SWS not to allow advertising in the journal Wetlands or on SWS web pages. Advertising is allowed in the SWS Wetland Science and Practice, in the SWS Newsletter, and within SWS webinars. Any changes to this policy will require Board of Directors approval.

### **Salaries, Expenses, and Authority to Commit Funds**

Officers and Directors of the SWS shall not receive any salary or clerical or other expenses unless approved by the Board of Directors in advance. Receipts or other documentation of expenditures must be sent to the SWS Business Office and listed with copies of the receipts in the annual report of the expense recipient.

Travel expenses to attend Board of Directors meetings and Executive Board meetings held separately from full Board meetings may be authorized by the Executive Board, with recusal by any person(s) requesting travel expense approval. A travel expense line item shall be incorporated into the annual budget as approved each fiscal year. An allowable travel expense reimbursement policy will be maintained by the Ways and Means Committee with changes approved by the Executive Board and the Board of Directors.

The President of SWS shall review and sign any single long-term contract involving legal exposure or financial consequences for SWS in amounts greater than \$2,000. This includes contractual agreements by chapters, sections, or committees. Commitments for convention space and other meeting venues are included under this policy. For chapter/section/committee expenditures, single commitments with financial consequences greater than 100% of a chapter/section/committee assets also require the SWS President's signature.

Net proceeds from the Annual Meeting shall be distributed in the following manner:

- For those annual meetings that are only virtual, local Chapter profit sharing will be 15% of the net SWS profit.
- For those annual meetings that are joint meetings shared with other societies, with less than 50% of registrants expected to be members of SWS, local Chapter profit will be 20% of the net SWS profit.
- For those annual meetings that are either in-person only or hybrid (in-person and virtual), the local Chapter profit sharing will continue to be 25% of the net SWS profit.
- Any deficit resulting from the Annual Meeting shall be assumed in full by SWS, Inc.
- Because meeting style can change after the initiation of meeting planning, the status (virtual, in-person, or hybrid) 9 months before the beginning of the scheduled meeting determines profit sharing percentage with the local Chapter.

# ROLES & RESPONSIBILITIES

## **Officers**

The roles and responsibilities of the officers are enumerated and governed by the Bylaws (Appendix I) and Standing Rules (Appendix II). Additional guidance is provided as follows.

### **President**

The President of the Society shall be responsible for the administration of the Society's business, establish special committees required for the business of the Society and exercise other responsibilities determined from time to time by action of the SWS or its Board of Directors. The President is the statesperson of the SWS. The President shall preside at all Society meetings and serve as the Chair of the Board of Directors. He or she will work with staff and the SWS Treasurer to approve, in writing, any deeds, mortgages, bonds, and any contracts or instruments the Board of Directors has authorized to be executed. The President shall sign MOUs and MOCs on behalf of the SWS. The term of office shall be one year and commence during the Annual Business Meeting, which if not held in May or June during the Annual Meeting of the Society then occurs as a separate meeting during that time frame (hereafter, "Annual Business Meeting"). Upon conclusion of that office, the President shall immediately become Past President.

### **President-Elect**

The President-Elect shall assume the duties and responsibilities of the President at the conclusion of the President's term or if the office is vacated. In the absence of the President or in the event of inability or refusal to act, the President-Elect shall perform the duties of the President and, when so acting, shall have all the powers of and be subject to all the restrictions of the Presidency. The term of office of the President-Elect shall be one year until the next Annual Business Meeting, and then the President-Elect shall automatically become President for the year following their term as President-Elect. If the President-Elect assumes the duties of President prior to the normal end of term, they shall complete the President's remaining term and then complete their term as President for which he had been previously elected. If the President-Elect cannot fulfill the President's term of office, the immediate Past President shall assume the interim Presidency until an election can be held. The primary duties of the President-Elect shall be to assist the President in the execution of their duties and any other duties delegated by the Bylaws of the SWS or designated by the Board of Directors from time to time. The President-Elect shall serve on the Local Program Committee for the Annual Meeting that will occur when the President-Elect becomes President and shall serve as a liaison between the Executive Board and the Local Program Committee. The President-Elect also will lead an annual review of the Society's progress on the Strategic Plan. The President-Elect is responsible for leading the consortia of chapters, consortia of sections, and consortia of committee chairs that serve as organizing and communications hubs for those entities.

### **Immediate Past President**

After completing a term, the President shall serve as Past President until replaced by the next retiring President. The Past President shall be an active voting member of the Board of Directors and, in addition, shall serve as Chair of the

Nominations, Bylaws Committees, and Past President's Advisory Committee. The Immediate Past President shall serve as Parliamentarian. In addition, the Past President, or their appointed replacement if unable to act in this capacity for any reason, shall serve as one of the Consortium of Aquatic Science Societies (CASS) representatives. The Past President also updates this Leadership Manual during their term. If vacant, the office of the Past President shall remain empty until the next retiring President fills it.

### **Secretary-General**

The term of office of the Secretary-General shall be three years. The terms of office for the Secretary-General and Treasurer shall be staggered so that their commencement of offices do not normally coincide during the same year. The Secretary-General shall review the minutes of the meetings, give notices in accordance with the provisions of the Bylaws or as required by law. The Secretary-General shall also serve as the Chair of the Membership Committee. In collaboration with staff, the Secretary-General provides membership reports to the Board of Directors and to the membership at the Annual Meeting. The Secretary-General serves as back-up signatory to the Treasurer on Society financial accounts. If the Secretary-General cannot perform his or her duties, as defined by the President or Board of Directors, the position will be filled by appointment of the President with ratification at the next meeting of the Board of Directors. The term of office shall commence at the conclusion of the Annual Business Meeting. The election of the Secretary-General shall occur one year ahead of the year that the Secretary-General takes office, to allow the Secretary-General to have a year to learn the role from the outgoing Secretary-General. As a non-voting participant, the Secretary-General Elect will attend Executive Board calls during the year prior to taking office and will coordinate with the sitting Secretary-General during this time to learn the duties of the position.

### **Treasurer**

The term of office of the Treasurer shall be three years. The terms of office for the Secretary-General and Treasurer shall be staggered so that their commencement of offices does not usually occur during the same year. The Treasurer administers the financial resources of the SWS and serves as a signatory on all SWS financial accounts, including those established by a Chapter or Section. The treasurer shall work with SWS Staff to draft an annual budget for Board of Directors approval. Treasurer shall receive monthly financial reports from staff and provide quarterly reports to the Executive Board and semi-annual reports to the Board of Directors. The Treasurer shall serve as Co-Chair of the Ways and Means Committee. If the Treasurer cannot perform his or her duties, as defined by the President or Board of Directors, the position will be filled by appointment of the President with ratification at the next meeting of the Board of Directors. The term of office shall commence at the conclusion of Annual Business Meeting. The election of the Treasurer shall occur one year before the Treasurer takes office to allow the Treasurer to have a year to learn the role from the outgoing Treasurer. As a non-voting participant, the Treasurer-Elect will attend Executive Board calls during the year before taking office and will coordinate with the sitting Treasurer during this time to learn the position's duties.

## **Executive Leadership Transition Guidelines**

A successful leadership transition begins before new Executive Board (EB) members officially begin their terms. The following guidelines will assist with a smooth transition to the new leadership team each year.

### **Leadership Transition Procedures**

- Successful Executive Board candidates will be invited, as non-voting observers, to the Board of Directors meeting held mid-year, typically at the next Annual Meeting.
- New officers are officially announced at the mid-year Annual Business Meeting (typically held during the annual meeting) and officially transition to their elected positions at that time.

A 2-3 day in-person Executive Board meeting will be held in January or February. This meeting is for the Executive Board to set goals for the coming year and to discuss best practices for working with each other and the SWS Staff.

## **Leadership Transition Timeline**

Assuming the mid-year SWS Annual Business Meeting is held in May or June, the following timeline before that meeting supports a smooth leadership transition:

### **January/February**

Candidates running for various positions on the BOD are made fully aware of the travel and time commitments required for the position for which they are contending. These commitments include attending the next Board of Director's meeting at the annual meeting, if possible.

### **March/April**

The outgoing President and SWS Business Office staff develop a list of SWS committees, subcommittees, chapters, and sections with open positions. Typically, chapters and sections self-maintains officer positions and the Executive Board is more concerned with filling open positions for committees.

### **April/May**

- The outgoing President and Business Office share a list of vacancies with the President-Elect and discuss ideas for filling vacancies so that the President-Elect is prepared to fill vacancies as soon as he/she takes over that office. A dedicated conference call may be needed to discuss proposed nominees.
- The Nominations Committee chair (Immediate Past President) informs the winners of the election and invite them to attend the next Board of Director's meeting, typically held at the next annual meeting.
- The SWS staff collates all revised chapter/section bylaws submitted and work with the Executive Board to incorporate them in materials for Board approval at the mid-year Board meeting.
- The outgoing Treasurer and Secretary General confer with the incoming Treasurer and Secretary General to inform incoming officers of their roles and responsibilities and provide a timeline for activities over the course of the year. Treasurers discuss their role with the Ways & Means Committee, and Secretaries-General discuss their role with the Membership Committee.

### **May/June**

At the Annual Business Meeting, Executive Board and SWS Staff will publicize opportunities to volunteer for SWS by advertising open positions and collecting lists of volunteers. SWS Staff will manage volunteer lists and communicate the results to the President after the conclusion of the annual meeting. If possible, the outgoing Treasurer and Secretary General connect with the incoming Treasurer and Secretary General to answer questions and discuss roles, responsibilities, and timelines.

Immediately following the annual business meeting, SWS Staff will:

- Update the website and inform Springer or another appropriate publisher of EB officer changes.
- Update the website with revised governance documents approved at Annual Meeting and BOD meeting (Bylaws, Standing Rules, Strategic Plan, Leadership Manual).
- Contact all partner organizations (e.g., SWSPCP, NAWM, Ramsar, AIBS, CASS) to inform them of Executive Board officer changes and provide partners with updated Executive Board contact information. Provide the SWS President with partner leadership contact information. For partners where memberships are exchanged (such as NAWM), confirm that memberships have passed from the outgoing President to the incoming President. Inform CASS that the CASS representative position has transferred from the outgoing Past President to the incoming Past President, and provide CASS with contact information for the incoming President.

- The Business Office adds the new President-Elect to the Local Program Committee for the next year's Annual Meeting and informs the incoming President-Elect.
- The Immediate Past President gives the new President a general schedule of the annual activities of the President.
- Inform the Executive Board of annual meeting dates for partner organizations where meeting registrations have been exchanged (such as NAWM), so that the Executive Board can consider attending those meetings.
- Provide the incoming President with the current Business Office contract, and notify the incoming President of the Business Office annual review schedule (review occurs in the winter EB meeting).

### **July to following May**

SWS staff collates approved Chapter Bylaws changes for inclusion in the next annual revision of the Leadership Manual appendix.

## **Committee Descriptions and Protocols**

### **Basic Committee Responsibilities are defined in the Standing Rules (Appendix II)**

Terms for Standing Committee appointments begin and end at the annual business meeting. Committee members should be cognizant of the potential conflicts of interest that may arise while performing their duties with the SWS. Each person is responsible for being aware of any rules or codes of ethics that govern the interplay between his/her job and duties as an SWS officer.

1. Awards Committee
2. Bylaws Committee
3. Education and Outreach Committee
4. Human Diversity Committee
5. Future Meetings Committee
6. Membership Committee
7. Nominations Committee
8. Past President's Advisory Committee
9. Publications Committee
10. Ways and Means Committee
11. Wetland Concerns Committee
12. Wetlands of Distinction Committee

### **Committee Chair Guidelines**

Success as a Committee Chair largely depends upon the leader's ability to preside and guide committee meetings to a definite conclusion and facilitate the completion of tasks. The following general rules provide guidance for leading committee meetings:

- Always start the meeting on time and with a definite agenda. The principal purpose of the agenda is to save time and keep the meeting on course.
- Keep the meetings moving; get as much participation as possible; keep responses short; get to the point.
- Speak clearly and ensure communication systems are functioning. If speakers cannot be heard, participants cannot fully participate and the leader cannot conduct the meeting's business.
- Prior to a decision or vote, summarize the discussion.
- Use formal meeting protocols (Roberts Rules of Order), if needed, to ensure efficiency and fairness in participation and decision-making.

## **Board Standing Committees**

The President shall appoint committee members and committee chairs in consultation with the Executive Board after the mid-year Board meeting. The President works with SWS Staff to notify all committee members and chairs of their appointments and reports the changes to the Executive Board.

The President charges each committee chair with specific responsibilities, and chairs report to the President. Standing Committees assist the President and Board of Directors in conducting the affairs of the Society. The Chair of each Standing Committee reports at the mid-year and annual board meetings of the Society.

## **Special Committees**

Special Committees composed of SWS members in good standing may be appointed by the President, in consultation with the Board of Directors, for a period of 2 years or less from the date of appointment, unless reauthorized or dissolved by the majority vote of the Board of Directors. Special Committees and ad-hoc committees are appointed to assist the President and the Board of Directors with developing information, services, or programs that are generally short-term (2 years or less) and non-recurring. These committees may provide a report of their activities to the Board of Directors meetings.

## ***Awards Committee***

### Membership

The Awards Committee is comprised of a Chair and for each award, a sub-committee chair and two (2) sub-committee members, except for the Student Grants sub-committee. The Student Grants subcommittee has a chair and additional members appointed by the sub-committee chair to assist with grant application scoring.

### Terms

Three years, staggered, renewable. Generally, it is good practice to serve as a subcommittee member for two (2) years and as the chair in the third year to maintain continuity of operations.

### Sub-committees

- Student Presentations
- Merit and Lifetime Achievement
- International
- Fellows
- Student Grants

### Basic Committee Responsibilities

This committee is responsible for developing and implementing an SWS awards program that recognizes and rewards excellence in wetland science and service. The committee chair recommends individuals to the President to appoint as sub-committee chairs; however, the normal rotation for a sub-committee member is anticipated to be two years as a voting member followed by assumption of Chair (also voting) in the final year of their three-year term. Upon completion of the three-year term, the sub-committee member may step down or may be reassigned for up to two additional three-year rotations. The Chair is responsible for working with staff to advertise the awards and forward nominations to the appropriate sub-committee. Each sub-committee reviews nominations yearly and makes recommendations to the Awards Committee Chair. Additionally, through the Student Grants Sub-committee, the Awards Committee will solicit and evaluate proposals for student research projects and provide financial support to meritorious projects as funds allow. Working with the Secretary-General, the Awards Committee will review chapter and section grant funding proposals to determine the recipients of those grants.



## Awards Given

- The **International Fellow Award** is presented to an internationally outstanding wetland scientist for distinguished contributions to the field of wetland science and for fostering the aims of the SWS within their own country and abroad. Except for extraordinary circumstances, candidates should live and work outside the United States.
- The **President's Service Award** recognizes those members who have made significant contributions by serving the Society and its members. Recipients of the Service Award have promoted the goals of the Society in efforts that extended above and beyond their duties as teachers, researchers, and administrators.
- The **Mark Brinson Best Student Paper and the Best Student Poster Awards** are given to promote student participation at the Society's meetings and to recognize excellence in the presentation of posters and papers.
- **Student Grants** are awarded exclusively on the scientific merit of student-developed research proposals.
- The **International Travel Awards** are provided to wetland scientists from economically disadvantaged regions to enable them to participate in SWS activities. Specifically, the award is a travel grant to an annual meeting and free membership for three (3) years in SWS.
- The **Merit Award** is presented to an individual in recognition of an outstanding piece of original research, achievement, or contribution to wetland science. The award recognizes individuals for specific accomplishments in any field of wetland science and management in order to inspire future efforts.
- The **Lifetime Achievement Award** is presented to individuals in honor of a distinguished and extensive career of consistent meritorious contributions to wetland science and management. The award honors wetland scientists who have achieved special distinction in their career through sustained contributions to research, education, or policy in any field of wetlands science or management. The award includes a lifetime membership in the Society.
- The **Sponsors and Endowment Award** is presented to individuals, organizations, or corporations in recognition of financial sponsorship or endowment of Society activities.
- The **Doug Wilcox Award for Outstanding Associate Editor of Wetlands** recognizes excellence in service to the SWS as Associate Editor of the journal Wetlands. The award is named in honor of Doug Wilcox, who served as Editor-in-Chief of Wetlands for 20 years (1986-2006).
- The **Practitioner Award** recognizes individuals or organizations who have made a significant and enduring contribution to advancing wetland management practice through the development of new methods, techniques, tools or strategies for management.
- **SWS Human Diversity in Wetland Sciences Award** recognizes contributions of an individual, group or organization towards increasing the diversity of future wetland scientists through mentoring, teaching, outreach, and research into issues of human diversity in wetland professions and how it can be improved. Contributions can be based on a career's work or singular contributions that are notable and significant.
- **SWaMMP Champion.** The SWS Multicultural Mentoring Program (SWaMMP), is our society's program for mentoring up and coming wetland scientists from diverse backgrounds. This award will be specific to people who have made significant contributions to the SWaMMP program through mentoring, promotion, or other noteworthy contributions.
- **Fellows** are active members of the SWS who have been nominated by other active members to receive the honor, recommended by the Fellows Committee, and elected by the SWS Board of Directors. Fellow is the highest recognition of membership bestowed by the SWS. Up to 0.3 percent of the Society's Active and Emeritus Members may be elected to Fellowship, and up to 10 members may be elected a Fellow in any given year.

## Protocols and Procedures

The names of awardees should be provided to the Chair of the Awards Committee at least two (2) months before the annual meeting. The decision on the recipients of the Merit, Lifetime Achievement, and International Fellow Awards must be reported to the Chair of the Awards Committee sufficiently far in advance to allow the Chair to arrange travel to the annual meeting for the awardees.

- **Student Awards** – For the Student Presentations sub-committee, the Chair has a three-year term with the possibility of re-appointment for no more than a second term; each year the chair recruits two local members for the international annual meeting. The Mark Brinson Best Student Oral and the Best Poster Presentation Awards – A plaque and a \$500 check are awarded for the Mark Brinson Best Oral Presentation, and a plaque and a \$250 check are awarded for the Best Poster Presentation. Procedures for the student paper/poster competition are developed by the sub-committee members.
- **Student Grants** – For the Student Grants sub-committee, Chair has a term of three (3) years with the possibility of re-appointment for no more than a second term, and the other members each serve renewable terms of up to three (3) years, staggered such that two members are replaced every year. This sub-committee shall be responsible for developing and updating, as needed, criteria and procedures for obtaining, evaluating, and ranking student-developed wetland research proposals. The Committee will award funds for student research grants based exclusively on the scientific merit of the proposals and will provide written feedback to all student proposers. Committee members shall be excused from evaluating proposals submitted by their own current or former students, students affiliated with their institutions, agencies, or businesses, or any other student they feel would present a conflict of interest. The sub-committee chair is responsible for submitting an announcement of the Student Grant Program to the SWS Wetland Science and Practice editor for inclusion in the December issue and is responsible for ensuring the Student Grant Program information on the SWS website is up to date.
- **Merit/Lifetime Achievement Award** – Generally presented every other year and alternates with the International Fellow Award, although these are not strict requirements.
  - Merit Award – A letter outlining the specific achievement and a resume are required for each nomination. A plaque and travel expenses, including registration fees for attending the annual meeting, are presented to the recipient.
  - Lifetime Achievement Award – A nomination letter, two supporting letters, and a resume are required for each nomination. A plaque and travel expenses, including registration fees for attending the annual meeting, are presented to the recipients. A free lifetime membership in the Society is also awarded.
- **International Awards** – The Chair of the International Chapter is an ex-officio member of this sub-committee.
  - International Fellow Award – A nomination letter and two supporting letters, plus a resume, are required for each nomination. A plaque, travel, and registration fees to attend the annual meeting are presented to the recipients. A free lifetime membership in the SWS is also awarded. Generally, this award alternates each year with the Lifetime Achievement Award.
  - International Travel Awards – The Chair of the Awards Committee and sub-committee members shall work with the annual meeting organizers to advertise and select travel awards to attend the annual meeting. The Awards Committee will provide three (3) awards to defray travel and lodging costs (budget limit of \$2,500 each). Recipients shall come from economically disadvantaged nations. Recipients' meeting registration costs are waived, and they are granted a three-year membership to the society.
- **Presidential Service Award** – The President may make nominations to the Awards Committee at any time. The Chair of the Awards Committee evaluates those nominations. A plaque is presented to the recipient.
- **Sponsors and Endowment Award** – The Chair of the Awards Committee may recognize individuals and organizations that have given material support to the Society. A plaque is given to the recipient.

- **Doug Wilcox Award** – The Doug Wilcox Award for Outstanding Associate Editor of Wetlands is awarded each year based on the recommendation of the Editor-in-Chief of Wetlands. The chair of the Awards Committee coordinates with the Editor-in-Chief to provide a plaque for the recipient.
- **SWS Human Diversity in Wetland Sciences Award** – Nominations include a 2-3 page cover letter from the nominator outlining the nominee's specific achievements in promoting human diversity in wetland science should be submitted, with supporting files attached (maximum of five additional pages; e.g., support letters and document of efforts). A plaque is presented to the recipient.
- **SWaMMP Champion** – Nominations include a 1-2 page cover letter from the nominator outlining the nominee's specific actions and impacts should be submitted, with supporting files attached (maximum of five additional pages; e.g., support letters and documents). A plaque is presented to the recipient.
- **Practitioner Award** – Nominees must have demonstrated innovation and excellence in one or more of the following categories. A plaque is presented to the recipient.
  - Project Conceptualization, such as the development of a new approach or approaches to wetland management
  - Project Implementation, such as research and development of new techniques or tools for wetland management practices
  - Project Evaluation, such as research and development of new indicators or criteria for measuring management success
  - Nominations that are consistent with the SWS Strategic Plan are highly encouraged.

#### **Fellows Sub-committee**

The Fellows Sub-committee is selected by the Chair of the Awards Committee in consultation with the SWS Board of Directors. Members of the sub-committee must be previously elected Fellows or Executive Board officers of SWS. Fellows Sub-committee members and are not eligible to prepare a nomination or to write a letter of support for Fellow candidates.

#### Fellows Nomination Procedures

Nominations are due every year no later than March 1. Fellows are active members of the SWS who have been nominated by other active members to receive the honor, recommended by the Fellows Committee, and elected by the SWS Board of Directors. Fellow is the highest recognition of membership bestowed by the Society. Up to 0.3 percent of the Society's active and emeritus members may be elected to Fellowship; up to 12 members may be elected Fellow in any given year.

#### Eligibility of Nominators

Nominations may be made by any active member of the Society except members of the Fellows Committee and the SWS Board of Directors. A given member may nominate no more than two (2) persons for election to Fellowship in any year.

Eligibility of Nominees – Nominees must be active members of the SWS at the time of their nomination and must have been active members for at least ten years. If there is any doubt about the eligibility of a prospective nominee, contact the SWS Business Office to obtain verification.

The nominee must have made outstanding contributions in an area of specialization, whether in research, teaching, management, service, or administration and whether in public, commercial, or private service activities. The several categories of contributions to be documented are outlined in the format section. Nominations are based on personal and professional achievements, including academic degrees, involvement in scientific societies, honors, teaching,

investigations, service, and leadership. Members of the Fellows Committee and the SWS Board of Directors are not eligible to write letters of support for nominees.

#### Basis of Evaluation

A maximum of 15 points is allotted to the nominee's personal achievements, a maximum of 60 points to the nominee's professional achievements, a maximum of 15 points to achievements as evidenced by the nominator's summary and the nominee's professional publications, and a maximum of 10 points for the three letters of support. Candidates are reviewed and ranked in the context of the pool of submissions for the year of nomination.

#### Processing of Nominations

The Fellows Sub-committee evaluates the nominations and sends its recommended rankings to the SWS Awards Committee. The SWS Awards Committee receives the recommendations and makes the elections on behalf of the Board of Directors. Persons nominated for Fellowship are informed promptly of the decision, as are the nominators of all submissions. Nominees not elected and their nominators will be notified via the sub-committee chair. Nominations will not be returned to the nominators.

#### Format of Fellow Nominations Package

Nominations must be submitted to the Awards Committee Chair by no later than March 1 annually and must include the name and full contact information of the nominee, the name and full contact information with a signature from the nominator, and the following:

- **Personal achievements, recognitions, and service (15 points)**
  - Degrees received – field, date, and institution for each
  - Professional positions held – years, organizations, and locations
  - Membership in honorary academic societies (e.g., Phi Beta Kappa)
  - Membership in professional societies (e.g., SSSA, ASLO)
  - Honors and awards received since baccalaureate degree (e.g., research, teaching or management award, do not include service functions in honorary organizations)
  - Service to SWS – appointed and elected positions
  - Other service or significant committee work in other professional or honorary societies
- **Professional achievements in wetland science (60 points) (must be limited to two pages)**
  - Describe achievements, only in the areas listed below, in which the nominee has made significant contributions. Indicate the percentage of time spent in (or the percentage weight you want the evaluators to assign to) each of the activities on which the nomination is based. Assigning a "0" weight to one or more of them will not weaken your nomination. Percentages should total 100.
    - Teaching/Management/Industrial/ Education/Government Achievements  
(1) communicating ideas clearly, (2) influencing attitudes or motivating favorable action, to a significant degree, with students or clients (percentage of time or weight). *Evaluate the quality and effectiveness of publications supporting the nominee's performance.*
    - Investigative Competence  
Significance and originality of basic and applied research contributions and evidence of creative reasoning and skill in obtaining significant data. (percentage of time or weight). *Evaluate quality and effectiveness of research publications.*
    - Service (significant to the profession in universities, foundations, associations, communities, commercial organizations, and government)  
Development or improvement of significant program practices or products in wetland science or management. Significance, originality, and acceptance by the public (percentage of time or

weight). *Evaluate the quality and effectiveness of publications to support the significance of the program practices or products.*

- Leadership

Evidence of creativeness and effectiveness of scientific or administrative activities within or outside of the USA (percentage of time or weight).

- **Summary (15 points)**

- Nominator's summary. Summarize in a typed half page or less the most significant personal and professional achievements that you believe qualify the nominee for election to Fellowship in the Society.
- Professional publications. Give the total number (not the titles) of professional publications in each of the following categories: (a) books written; (b) books or other publications edited; (c) chapters of books written; (d) technical papers, refereed; and (e) technical papers, non-refereed; (f) non-technical papers; (g) patents; (h) invited lectures, seminars, or symposia presentations; and (i) other related oral, written, visual presentations, or products. In addition, list only the 12 most significant publications, patents, and presentations or products in literature citation form.

- **Supporting letters (10 points)**

- A maximum of three (3) supporting letters, of one page each in length, will be considered. It is important to keep letters to one page in length. Supporting letters are solicited by, and addressed to, the nominator. Attach or enclose one copy of each of the three letters to the nomination. Members of the Fellows Committee and members of the SWS Board are not eligible to write supporting letters.

## **Chapter and Section Grant Funding Procedures**

The SWS Board of Directors offers a Development Grant to chapters and sections in order to expand programs and membership in keeping with our mission to promote understanding, conservation, protection, conservation, science-based management, and sustainability of wetlands. Grant submissions can be made to the Awards Committee at any time. The term of the grant is five years and amounts up to \$4,000 will be considered. The SWS Awards Committee reviews and ranks all submitted proposals according to the criteria listed below. Up to two winners may be selected, and they are announced at the next annual business meeting.

Before applying for the grant, applicants are encouraged to review the following requirements that are also included in the online application form:

- A detailed description of the reasons why support is needed and a brief overview of the chapter's or section's financial situation over the past four years.
- A description of attempts made by the chapter or section to generate funds on their own and an explanation of why they were unsuccessful and are unlikely to be successful in the future without supplemental funding.
- A detailed description of the proposal objectives and how they are linked to the SWS Mission (To promote best practices in wetland research, education, conservation, preservation, restoration, and management.) and goals and objectives as outlined in the SWS 2020-2025 Strategic Plan:
  - #1. Communication
  - #2. Education and Research
  - #3. Global Reach
  - #4. Membership
- A description and detailed timetable of promotional activities; initiatives; development of materials; a list of anticipated results; and an explanation of why these efforts would have a good chance of success over the five-year period. The chapter or section receives an initial funding disbursement of up to 60% of the total and subsequent disbursements of the remaining funds upon successful review of accomplishments/progress.
- An itemized breakdown of costs for activities in comparison with the expected benefits, i.e., positive trends in membership and revenue generation.

The selection of chapters or sections for funding by the SWS Awards Committee is based on the demonstration of need, quality of the proposal, statement of objectives, and the likelihood of success. Grant money is then transferred to the chapter or section's account on an incremental basis following the disbursement guidelines above. The chapter or section president or chair and treasurer are responsible for sending an annual report to the BOD and the SWS Awards Committee detailing how the money was spent and how goals have (or have not) been met. The Awards Committee reviews the annual report and shares their assessment of success with the Board of Directors. A final report will be due at the end of the grant period.

### ***Bylaws Committee***

#### Membership

Immediate Past President (chair), the President, and the President-Elect

#### Terms

Three years; staggered

#### Sub-committees

None

#### Basic Committee Responsibilities

This committee is responsible for ensuring that the SWS Bylaws are up-to-date and for recommending changes to the Board of Directors.

#### Protocols and Procedures

- The Committee shall review the SWS Bylaws to identify any changes needed in order to accurately and clearly describe how the SWS conducts business.
- Proposed changes to the bylaws preferably are brought to the Board of Directors at the mid-year meeting to allow time for discussion and endorsement, prior to the membership's action on the proposed changes at the annual business meeting. If necessary, electronic discussion and voting by the Board of Directors can take place at any time before the annual business meeting.
- The Chair of the Committee works with the SWS Staff to produce an updated version of the bylaws after changes have been made according to the procedures described above.

### ***Education and Outreach Committee***

#### Membership

At least seven (7) members, including at least one (1) person from each main sector (private, government and academic), a student, and (optimally) an international member.

#### Terms

Three years; staggered; renewable

#### Sub-committees

- Consortium of Aquatic Science Societies (CASS)
- Mentorship Assisted Resource and Support Hub (MARSH)
- Webinar
- Wetland Promotions

### Basic Committee Responsibilities

This committee is responsible for fostering the exchange of accurate information on wetland science among wetland professionals, wetland educators, and members of the public. The committee chair recommends individuals to the President to appoint as sub-committee chairs. Sub-committees coordinate with the Consortium of Aquatic Science Societies (CASS), and develop professional content for wetland science-based continuing education and webinars.

### Protocols and Procedures

- New initiatives are proposed by or to the chairperson, who brings suggestions to the full committee. If the committee supports the initiative, the chairperson forwards the proposal (with estimated cost) to the SWS Board.
- Host an information booth with CASS at the biennial Science and Engineering Festival in Washington, D.C.
- Organize with CASS an annual outreach and education event for Congressional staffers on Capitol Hill to coincide with Environmental Law Institute's Wetland Awards Ceremony.
- Develop and offer seminars for continuing education credits for PWS certification/renewal to take place at SWS annual meetings.
- Annually host a webinar series to share current wetland science information. Ensure webinar series include presenters from academic, practitioner, and governmental groups across geographic regions. Work with SWS Staff to broadly communicate the webinar speaker schedules to the SWS membership.
- Maintain a database of wetland science topics and appropriate wetland science experts to present information on those topics.
- Develop and coordinate a program to promote SWS.

### ***Global Reach Committee***

Membership: Chair and at least five (5) members. Although any SWS member in good standing can serve on the committee, special consideration should be given to ensuring broad global representation. Ideally, the Chair of the committee, and a strong majority of the committee will be SWS members from non-U.S. countries.

Terms: Three years; staggered; renewable.

Sub-committees: None

Basic Committee Responsibilities: This committee shall be responsible for developing and leading SWS initiatives that support wetland scientists and practitioners worldwide. The committee shall consider actions that: 1) improve the organizational capacity of SWS to facilitate global expansion, 2) foster partnerships with stakeholders around the world in order to advance wetland science and practice, 3) encourage worldwide representation in SWS publications and conferences, 4) provide resources to SWS members where there is limited support for wetland science and practice.

### Protocols and Procedures:

- Develop and refine, as needed, actionable initiatives to accomplish the strategic aims of improving the global reach (GR) of SWS;
- Coordinate the development and implementation of GR initiatives with pertinent SWS committees, SWS Chapters, SWS sections and external partners;
- Twice annually, assess the effectiveness of ongoing GR initiatives and report to the Executive Board and Board of Directors, including identification of barriers to implementation and emerging opportunities for action.

### ***Human Diversity Committee***

Membership

Chair and at least five (5) members. Although any SWS member in good standing can serve on the committee, special consideration should be given to past participants of the Mentoring Program and to those who have served as student mentors.

#### Terms

Three years; staggered; renewable.

#### Sub-committees

None

#### Basic Committee Responsibilities

This committee shall be responsible for increasing the participation of underrepresented groups in both the SWS and the profession of wetland science and shall take appropriate actions to attract such groups. It is also responsible for administering the Undergraduate Mentoring Program and seeking external funding for the program.

#### Protocols and Procedures

- Administer the Undergraduate Mentoring Program, including the organization of activities (e.g., career workshops, peer-to-peer support) for the participating students at the annual meeting. The National Science Foundation (or other grant sponsors) should be contacted 12 months prior to the end of the grant to begin the development of a new proposal.
- Sponsor two students to attend the Ecological Society of America's SEEDS leadership training.
- Support a booth with a committee member to represent SWS at the annual MANNRS (Minorities in Agriculture, Natural Resources and Related Sciences) conference.
- Support the Awards Committee in reviewing nominations for the SWS Human Diversity in Wetland Sciences Award and the SWaMMP Champion Award.

### ***Future Meetings Committee***

#### Membership

Six members, including one member from a recent meeting committee, two former meeting chairs or elected board members, and three additional members who have attended at least three annual meetings.

#### Terms

Three years; staggered; renewable.

#### Sub-committees

Local Program Committee

#### Basic Committee Responsibilities

The Future Meetings Committee, in collaboration with the Business Office staff, solicits and receives initial recommendations from chapters within the rotational pattern for future meetings. If a chapter is not interested or unable to host a meeting, SWS Staff will take the lead on identifying potential locations and dates and working with the Future Meetings Committee to make a recommendation to the Executive Board. The Future Meetings Committee will present a motion to the Board of Directors for approval upon a favorable SWS Staff site visit to the recommended meeting location and venue.



The Future Meetings Committee serves as a resource to the Local Program Committee and may meet with upcoming meeting chairs and SWS Staff, usually in conjunction with the annual meeting, to review planning roles and responsibilities.

The Future Meetings Committee provides reports to the SWS Board as requested, usually at SWS annual and mid-year Board meetings on their activities, accomplishments, and needs.

The Future Meetings Committee reviews the Meeting Planning Responsibility Matrix as needed with staff.

### Programs

#### Annual Meeting

### Protocols and Procedures

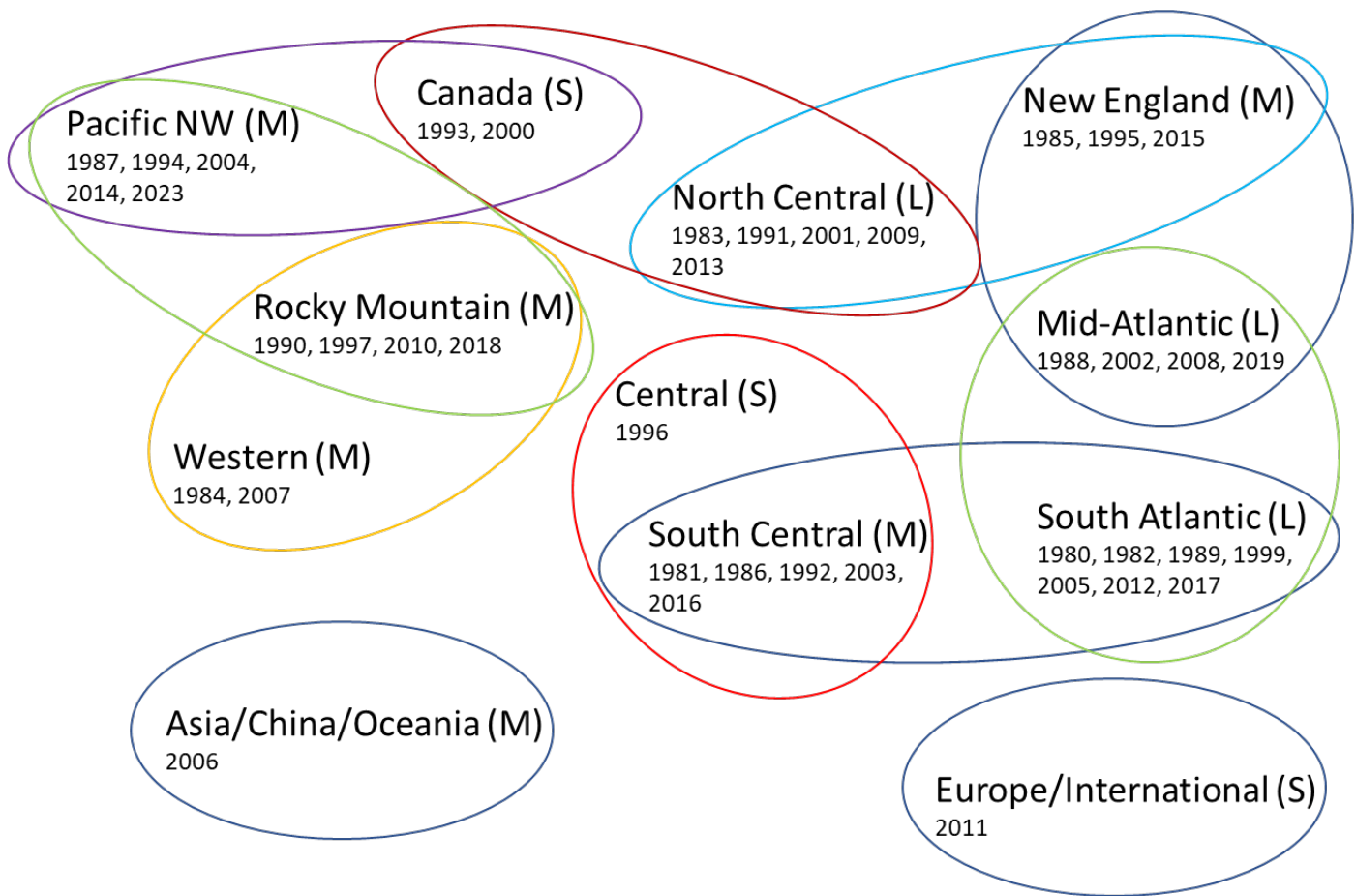
SWS Staff will manage stand-alone SWS Annual Meeting logistics and timelines. SWS Staff will partner with the Local Program Committee regarding scientific content as outlined in the Meetings Responsibility Matrix. The solicitation of chapter hosts for the annual meeting will follow a rotational geographic model, as shown below.

#### Rotational Geographic Structure

The Future Meetings Committee (FMC) developed, and the Board of Directors approved, an annual meeting model that divides the Chapters into regions in order to rotate the location of the SWS Annual Meeting. Two or more chapters with geographical proximity can join together to host a meeting. Alternate local host groupings are encouraged, and other factors may lead to other hosting partnerships; for example, joint meetings with other societies.

In early March of the year prior to the meeting, the FMC, together with SWS Staff, contact the designated chapters to ask them to submit a hosting proposal. If the designated Chapters decline to host the SWS Annual Meeting, then SWS Staff sends out a call for proposals to all chapter chairs in early April (a standard proposal form will be used for each submission). If the FMC receives no proposal acceptable to the FMC and the EB by May 1<sup>st</sup>, then the FMC and Executive Board, with advice from SWS Staff, will develop a proposed meeting venue for the following year. The location of the next year's meeting location will be announced no later than at the SWS Annual Meeting.

## Groupings and history of annual meeting locations



### **Groupings based on previous figure:**

New England/Mid-Atlantic = Group 1  
Mid-Atlantic/South Atlantic = Group 2  
South Atlantic/South Central = Group 3  
Europe/International (other than Canada) = Group 4  
Western/Central/Rocky Mt. = Group 5  
Rocky Mt./Pacific NW = Group 6  
Canada/North Central = Group 7  
North Central/New England = Group 8  
Canada/Pacific NW = Group 9  
Central/South Central = Group 10  
Asia/China/Oceania = Group 11

### **Recent Past Meetings:**

2020 - Canada RE3 cancelled  
2021 - switched to virtual  
2022 - Joint meeting - Consortium of Aquatic Scientific Societies (CASS), with local planning by North Central

### **Future Meeting Plan:**

2023 - Group 6 - Rocky Mt./Pacific NW [originally 2021]  
2024 - Group 11 - Asia/China/Oceania (Taipei, Taiwan)  
2025 - Group 8 - North Central/New England [NE preferred due to CASS Joint Meeting in 2022 in North Central]

2026 - Group 3 - South Atlantic/South Central  
2026 - Group 5 - Western/Central/Rocky Mt.  
2027 - Group 9 - Canada/Pacific NW  
2028 - Group 1 - New England/Mid-Atlantic  
2029 - Group 10 - Central/South Central  
2030 - Group 6 - Rocky Mt./Pacific NW  
2031 - Group 4 - Europe/International (other than Canada)  
2032 - Group 2 – Mid-Atlantic/South Atlantic  
2033 - Group 7 - Canada/North Central  
2034 – Repeat cycle from 2024 onwards, starting with Group 11

## Meeting Planning Responsibility Matrix

<i>A = Responsible Party</i>	<i>B = Advisory</i>	<i>C = Informed</i>	<i>F = Facilitate/Implement</i>		
<i>Description</i>	<i>Future Meetings Committee</i>	<i>Local Program Committee</i>	<i>SWS Staff</i>	<i>Executive Board</i>	<i>Board of Directors</i>
<b>Conference Site</b>					
Date, Region/city selection	A		B/F		A
Site selection (hotel, convention center, offsites, etc)		B	A	B	C
Sign hotel, AV, vendor contracts			A (If ≤ US\$2,000)	A (If > US\$2,000)	
Food & beverage selection			A		
<b>Budget &amp; Fiscal Control</b>					
Develop meeting budget	B	B	A	C	
Approve meeting budget	B		B	A	
Set field trip, workshop, special event fees		B	A		
<b>Content/Programs</b>					
Select meeting theme	B	A			
Identify plenary speakers	B	A			
Assemble social programs, field trips, workshops		A	B	B	
Issue call for symposia, abstracts		A	F		
Review abstracts		A	F		
Schedule symposia, concurrent sessions, posters		A	F		
<b>Organization</b>					
Manage meeting timeline			A		
Setup and administer online registration			A		
Manage abstract and award application platforms			A		
Develop and implement meeting specific marketing/PR plan		B	A		
Manage exhibitors		B	A		
Sponsorship		A	F		
Silent auction donations and operations		A	F		

### ***Membership Committee***

#### Membership

The Secretary-General, who shall be Chair, and at least four (4) other members, each representing an existing regional chapter.

#### Terms

Three years; staggered; renewable

## Sub-committees

### Section Subcommittee

#### Basic Committee Responsibilities

The committee shall be responsible for maintaining and increasing the membership of the Society, and shall take appropriate measures to attract new members in partnership with SWS Staff.

#### Protocols and Procedures

- **Gratis Memberships** – The number of gratis memberships shall be 3% of the membership (the total of the individual, family, student, and emeritus categories). The term of a gratis membership shall be two (2) years. The 3% figure shall be derived from the trailing three-year average for the total of these four membership categories. No person can receive a gratis membership more than twice (either consecutively or in separate years).
- **Reports** – membership numbers by category and chapters are produced by the SWS Business Office and presented in the Secretary-General's semi-annual report.
- **Dues** – The Committee will perform a triennial membership review of the dues structure for potential revision.
- **Annual membership renewals** are managed by SWS Staff in the fourth quarter of each year.
- **Review membership benefits** on an ongoing basis in collaboration with Staff.
- **Working together with the Awards Committee**, review chapter and section grant proposals and determine the recipients of those grants.

### ***Nominations Committee***

#### Membership

The Immediate Past President is chair. Members are two (2) chapter presidents or chairs (or their designees). The chapters contributing members are determined by the following rotation, which is intended to maximize geographic diversity and ensure equitable temporal distribution of responsibility and authority to the chapters. At the discretion of the SWS President, changes to the pairing of chapter representatives may be necessary when the office of chapter president is vacant, new chapters have been added, or a chapter is inactive or is being or has been dissolved.

<u>Election Year</u>	<u>Chapters</u>
2017	Canada and North Central
2018	International and Pacific Northwest
2019	Central and Rocky Mountain
2020	South Atlantic and Europe
2021	Oceania and South Central
2022	Mid Atlantic and open choice
2023	Western and Asia
2024	China and New England

#### Term

One year

## Sub-committees

None

#### Protocols and Procedures

- Nominating Committee solicits candidates' names from membership, board, past Nominating Committee members, and the SWS Business Office. To give sufficient time for the Nomination Committee to do its work, the process should start at least three months before the mid-year meeting. For example, if the mid-year meeting occurs in mid-January, the process should start in mid-October.
- The first step is for the Nomination Committee to assemble no later than three months before the mid-year Jan/Feb Board of Directors meeting (e.g., mid-October). If either of the chapter presidents cannot participate in the process, then this chapter president must identify a leader in their chapter to serve on the committee.
- The Nomination Committee will seek a candidate for President-Elect. One year before the completion of the Treasurer and Secretary-General term of office, the Nomination Committee will identify candidates for those positions. If elected, those new officers are encouraged to attend meetings in an observer status to learn the job.
- Immediately after assembling, the Nomination Committee should request the business office to solicit a two-week nomination period from the members at least three months before the mid-year Jan/Feb Board meeting (e.g., mid-October).
- In accordance with Strategic Plan 2015-2020 Vision (Foster diversity among SWS members and other wetland professionals), Goal 5 (Foster International Scope of Wetland Science and SWS), and Objective 6.2 (Increase human diversity and the wetland science community), the Nominations Committee shall strive to support human diversity in nominating candidates for the SWS Executive Board. Diversity includes diversity of wetland scientist sectors as well (academic, government, manager, consultant, and practitioner).
- Staff verifies candidates' membership eligibility and works with Nominating Committee and the candidates to prepare and publish candidate biographies and statements. Example biographies and statements from previous elections are shared with the candidates. The biographies should include the questions listed below, with sufficient space allowed to include a complete response.
- The Nomination Committee motions the Board of Directors to accept the candidate slate at the mid-year Jan/Feb Board meeting.
- The Nomination Committee shares candidate biographies and statements in the website, WSP newsletter, and in an email to members within two weeks following the mid-year board meeting.
- The SWS Business Office posts the candidates for voting, which closes after five (4) weeks (from the time of announcement to the members (two weeks following the mid-year board meeting).
- Staff certifies the election results and notifies the Chair of the Nomination Committee. This step should be done as quickly as possible to ensure that new officers are able to obtain approvals to attend the (May-June) annual business meeting.
- The Nominations Committee Chair informs the candidates of the results of the election.
- The Nominations Committee Chair notifies the Executive Board of the results of the election, which remain confidential until announced to the Board and members at the mid-year annual business meeting.

- Staff prepares and disseminates press release announcing new board members via email to members and WSP. Staff also updates the website, and notifies the *Wetlands* journal editor, and all SWS partner organizations with MOCs or MOUs.

## Biography Questions

### **Bio Form for SWS Executive Board Nominees (<1 page)**

Which position are you nominating for?:

Name:

Job Title:

University or other training (degrees):

Wetland Profession: (consultant, scientist, manager, retired, other):

Professional Affiliation: (company, university, government, NGO, other):

Wetland work experience (education, employment, volunteer):

SWS Volunteer Experience (committee service, section/chapter officer):

Contribution to SWS (past accomplishments and future plans):

Why do you want to serve on the SWS Executive Board?

What are important future directions for SWS?

\*Include a 1-2 page CV in your nomination package.

### ***Past Presidents Advisory Committee***

#### Membership

Chair, Immediate Past President and additional past SWS president's that agree to serve.

#### Terms

Chair, one year while serving as Immediate Past President; other members as needed for individual requests for advice or input.

#### Sub-committees

None

#### Basic Committee Responsibilities

The primary purpose of the 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.

#### Protocols and Procedures

When the SWS President chooses to seek the advice of the Past President's Advisory Committee (PPAC), he/she directs the Immediate Past President to consult with the PPAC to determine if they, or someone they know, has the scientific expertise or knowledge of SWS operations to evaluate the issue at hand and can mobilize quickly to provide counsel to the Executive Board. An ad hoc PPAC committee may be formed for a particular issue but is not required. The Immediate Past President will compile the comments and suggestions from the PPAC and will provide the Executive Board with the PPAC's opinions, either individually or collectively. Opinions of the PPAC member(s) and consulted members are not binding but serve as guidance for the Executive Board. The final decision regarding the issue at hand lies with the Executive Board or Board of Directors, depending on the issue being discussed.

### ***Publications Committee***

#### Membership

Chair, Wetlands Editor, Wetland Science and Practice editor, and three (3) additional members

#### Terms

Three years; staggered; renewable

#### Sub-committees

None

#### Basic Committee Responsibilities

- This committee: 1) assesses the effectiveness of the SWS publications for meeting needs of the membership, 2) explores ways publications can be made more attractive and useful to the membership, 3) considers how publications can achieve broader international reach, 4), reviews standard operating policies and procedures for the Society's publications and bring recommendations for revisions to the Board for approval and implementation.
- This committee participates in the annual review of the *Wetlands* journal editor-in-chief and in searches for new editors-in-chief when the Board of Directors initiates a search, as noted in Section 6 of the Standing Rules.
- The publications overseen by the Publication Committee include Wetlands, Wetland Science and Practice, and the New Media Initiative (Twitter, phone apps, videos, and other media).

#### Protocols and Procedures

See Standing Rules Section 6 – Duties of the Editors

### ***Ways and Means Committee***

#### Membership

The Executive Board and three (3) additional members, with the Treasurer and one additional member serving as Co-Chairs. Both co-Chairs have a seat on the Board of Directors.

#### Terms

Three years; staggered; renewable

#### Sub-committees

None



### Basic Committee Responsibilities

The committee is responsible for matters relating to the financial growth of the SWS, including 1) developing outreach and liaison between the SWS and private and public organizations and individuals interested in providing financial gifts or endowments to further the educational, charitable, and scientific objectives of the SWS, 2) proposing and conducting capital campaigns for the SWS, 3) evaluating and recommending investment strategies for the SWS's endowments, 4) suggesting funding-raising initiatives, 5) review the expense reimbursement policy on an annual basis, and, 6) reviewing and providing oversight of large contracts for major services to the Society.

### Protocols and Procedures

A majority of committee members' voting constitutes a quorum for committee decisions. New initiatives are proposed by or to the co-chairpersons, who bring the suggestion to the full committee, and if the committee supports the initiative, the chairperson forwards the proposal (with estimated cost) to the SWS Board. The committee communicates with all other committees of the SWS in order to understand financial needs, goals, and commitments and review and comment on all budgetary and strategic fiscal issues of the SWS.

Investment funds within the SWS Main Portfolio, including interest generated that flows back into cash reserves, are used to support the general business of SWS as defined in the Standing Rules and Leadership Manual. Funds within the SWS Student Grants and Awards Portfolio, including interest generated that flows back into cash reserves via the disbursement strategy, are used to support student grants and SWS awards as defined in the Awards Committee section of the Leadership Manual. Funds within the SWS Chapters Portfolio, including interest generated that flows back into cash reserves, shall be used by chapters to support their respective chapter activities per the Standing Rules and Leadership Manual. Refer to the investment policy in Appendix X for guidelines on investing SWS funds.

To review and provide oversight of large contracts (>\$25,000/year and lasting over two years), the committee shall 1) develop and implement approaches for establishing new contracts and renegotiating or amending existing contracts at least six months before the due date of the contract; 2) regularly review existing contracts to assure that the terms of the contract are providing value to SWS; and 3) perform annual evaluations of contractors' performances.

### ***Wetlands Concerns Committee***

Membership: Chair and at least five (5) members. Although any SWS member in good standing can serve on the committee, special consideration should be given to ensuring broad global representation.

Terms: Three years; staggered; renewable.

Sub-committees: None

Basic Committee Responsibilities: This committee is responsible for investigating issues of concern on both a strategic and a reactive basis and sharing this information, as appropriate, by advising the Executive Board where policy issues arise, or through seminars/webinar presentations, or publication in the wider literature, including both peer-reviewed (such as Wetlands or other

journals) or non-peer reviewed literature (Wetland Science and Practice), or through postings on the web or through social media.

#### Protocols and Procedures:

1. The Executive Board can request the Committee to investigate specific issues, either strategically or reactively in response to issues that are raised by SWS members or others. This will include information on the form of the reporting and the type of paper that is required (e.g., whether a briefing or background paper, a position paper, or specific advice for a policy response). If the Committee does not have a Committee member or members who have the expertise or time to respond to an issue request from the Executive Board, the Committee may identify the person or people (most often from within the SWS membership, but possibly outside of the membership if issue-specific expertise is desired (e.g. a plastics expert, a climate scientist, an oceanographer, etc.) with the necessary expertise and time to respond to the Executive Board's request in a timely manner.
2. The members of the Committee can also raise issues to be investigated through mechanisms such as through sub-committees or working groups and, where appropriate, in collaboration with other Committees, Sections, or Chapters, partner organizations, and other experts.
3. The Committee will normally report to the Board of Directors twice a year, as part of the existing reporting arrangements, and to the Executive Board as required in response to particular issues.
4. The committee shall not issue policy statements or letters on behalf of SWS. Where policy issues of relevance to SWS arise or are recommended, the Committee will refer these to the Executive Board and, where agreed, discuss further with the Policy & Regulation Section or other Committees, Sections, or Chapters.
5. It is expected that the Committee will incorporate existing initiatives such as the Climate Change and Wetlands Initiative, approved by the Executive Board in March 2020.. When other issues are identified or initiatives proposed, a suitable working arrangement will be agreed upon with interested parties (members and partner organizations). These activities will be time bound within the remit of the Committee and any successor.
6. It is expected that further issues could include responses to problems at specific sites or more general issues, including emerging issues such as the wider problem of plastics in wetlands. For site-specific issues, contact will be made with the appropriate Chapter to determine if there is interest and suitable expertise or knowledge available or Sections with relevant expertise, such as the Peatland or Global Change Ecology Sections. This may also include the Ramsar Section or the Wetlands of Distinction Committee if wetland site designations are of relevance to the issues being raised. Strategic or thematic considerations will be raised with appropriate Sections in particular for the purpose of avoiding overlap as well as seeking collaboration.
7. The Committee may propose symposia for SWS annual meetings, or at Chapter meetings, usually in collaboration with others, in particular with Sections that are already required to hold an annual symposium.
8. The Committee will liaise with the Editor of Wetland Science and Practice to identify opportunities where written reports on specific issues could be submitted for publication, including as information notes about plans for the Committee, as well as to report outcomes.
9. The committee will liaise with the Education and Outreach Standing Committee and Section to contribute to specific information-sharing activities and with SWS staff to share appropriate materials through news and social media mechanisms.

## Wetlands of Distinction (**WoD**) Committee

### Membership

Ideally, each SWS Chapter will have a representative on this Committee.

### Terms

Executive Committee: Two-year renewable

Committee Members: One-year renewable

### Sub-committees

None.

### Executive Committee Responsibilities

- A. Work with WoD Committee Members and SWS Chapter presidents to develop WoD – set goals for generating/obtaining new WoD
- B. As necessary, conduct monthly EC conference calls, quarterly full committee calls
- C. Maintain and refine WoD website
- D. Conduct 2<sup>nd</sup> review for applications, send out WoD approval letters
- E. Post new WoD to the website
- F. Approve posting of additional supporting materials for listed WoD
- G. Develop annual budget obtaining necessary SWS funding to sustain WoD
- H. Submit progress report to SWS twice per year
- I. Develop an international WoD program

### Committee Member Responsibilities

- A. Solicit applications
- B. Perform first review for chapter application submissions for content equivalent to published WoD
- C. Assist applicant in completing incomplete content and forward an application to the committee when complete
- D. Participate in WoD Committee kickoff call, with quarterly calls thereafter
- E. Monitor WoD website for the accuracy of your accepted WoD

### Protocols and Procedures

- New suggestions or changes to the initiative or website are proposed by committee members, who bring suggestions or changes to the full Executive Committee for review
- A majority of the Executive Committee members voting constitutes a quorum for committee decisions
- New applications for Wetlands of Distinction:
  - Receive initial review by the chapter committee with comments/suggestions (if any) passed back to the applicant
  - After comments/suggestions are addressed, the application is passed on to the Executive Committee for final review

- After review and acceptance by the Executive Committee, an acceptance letter is sent out and the Executive Committee posts the new WoD to the website
- The Executive Committee will communicate with SWS Executive Board concerning initiative challenges and progress
- The Executive Committee will coordinate closely with SWS staff, including approval of regular payments to web designer
- The Executive Committee will coordinate closely with the WoD web designer about changes/improvements to the website

## Sections

Sections allow SWS members to network and promote activities that address subject areas ranging from science to policy. The primary goal is to enhance the SWS annual meeting by organizing symposia, workshops, or other activities. Procedures for establishing and dissolving Sections are governed by the Standing Rules in Appendix I. Bylaws and Standing Rules for each individual Section are found in Appendix IV.

1. Biogeochemistry
2. Education
3. Global Change Ecology
4. Peatlands
5. Public Policy and Regulation
6. Ramsar
7. Student
8. Wetland Restoration
9. Wildlife
10. Women in Wetlands

### ***Biogeochemistry***

(established February 2008)

#### Mission

To advance research and application on biogeochemical phenomena that regulate wetlands.

#### Rationale

Biogeochemistry in wetlands represents an important and discrete discipline that merits separate status within the Society for Wetland Scientists for several reasons.

- Unlike organismal disciplines, the study of biogeochemical processes does not follow regional boundaries or individual species ranges. Important ecosystem processes such as nutrient cycling, C storage, trace gas production, and pollutant processing exhibit a great degree of generality across all wetlands.
- Perturbations of biogeochemical processes are the root cause of several of the most pressing environmental issues. Nutrient and pollution transformations that occur in wetlands affect the composition of our water and air. There is now broad recognition that wetlands regulate climate

through the atmospheric concentrations of trace gases such as carbon dioxide, methane and nitrous oxide.

- The biogeochemical processes that occur in wetlands differ vastly from those in uplands. At present, those who study the transformations that are unique to wetlands have just one unique forum for discourse, which is the biannual Symposium on Wetland Biogeochemistry. Our Section will continue this tradition and expand it with symposia at the Annual Meeting of SWS.
- There is an upward trend in the importance biogeochemical processes play in wetland science. The latest issue of the journal *Wetlands* had twelve articles of 37 that would fall under the prospective purview of a “biogeochemistry” section, ranging in topic from denitrification in boreal peatlands to mercury accumulation in cattails. Having a forum focused on biogeochemistry will appeal to a large subset of wetland scientists, and perhaps non-wetland scientists, with a growing interest in this increasingly salient topic.

#### Activities

- Organize symposia on important developments in wetland biogeochemistry.
- Propose and fund initiatives that advance wetland biogeochemistry research and education.
- Encourage and support students engaged in wetland biogeochemistry research.
- Interact with other sections to enhance inter-disciplinary research

#### **Education**

(established June 2017)

#### Mission

To advance knowledge and awareness of wetland science and the importance of wetlands through education for students of all ages.

#### Rationale

The main purpose of the section is to promote wetland science education for students of all ages and for the general public. This section’s goals will be to:

- Provide professional development opportunities for teachers and instructors at annual and regional meetings of SWS through workshops and symposia;
- Encourage the development and dissemination of educational materials about wetlands that can be incorporated into curricula at all educational levels; and
- Recognize teachers and institutions who have made a significant contribution to improving the teaching of wetland science.

#### Activities

- Organize symposia and workshops on techniques and curricula for wetland science education and outreach.
- Propose and fund wetland science education initiatives.
- Encourage and support students and teachers engaged in wetland science education.
- Develop an online repository for wetland science curricula.

- Use social media account(s) for public outreach and education on wetland science.

### ***Global Change Ecology***

(established February 2008)

#### Mission

To advance research and application on Global Change Ecology that regulate wetlands.

#### Rationale

The subject areas covered in this section will span broad research and management topics related to the impacts of, and feedback to, global change in wetlands, including, but not limited to, changes in temperature, hydrology, and CO<sub>2</sub> levels. Specific focus areas related to global change include:

- Climate change impacts the wetland environment, including sea level rise, drought, temperature and CO<sub>2</sub> increase on species' distribution, migration, and genetic limitations of adaptation.
- Human attitudes and societal implications of impacted wetland and water resources.
- Conservation biology.
- Ecosystem processes and services, including carbon sequestration.
- Management of natural areas in shifting environments.
- The potential for increasingly severe impacts from natural disturbances including hurricanes, fire, drought, and flooding.
- Special problems posed for human populations in developing countries who rely on wetlands for consumptive resources such as food, water, wood gathering, as well as cattle grazing.
- The measurement and detection of global atmospheric changes using remote sensing and other technological approaches.
- The role of wetlands in climate change as related to wetland biogeochemical processes and greenhouse gas flux, including the role of wetland restoration and wetland conservation in mitigating global warming through carbon sequestration and storage.
- Shifts in the distribution of insect populations and human diseases.
- Implications of climate change on design and management of wetland restoration

#### Activities

- Organize symposia on important developments in wetland Global Change Ecology.
- Propose and fund initiatives that advance wetland Global Change Ecology research and education.
- Encourage and support students engaged in wetland Global Change Ecology research.
- Interact with other sections to enhance inter-disciplinary research.

### ***Peatlands***

(established February 2008)

#### Mission

To advance research and application on Peatlands phenomena that regulate wetlands.

#### Rationale

Peatlands represent a major component of the terrestrial biosphere, covering about 3-4% of the land surface, and probably represent in excess of 70% of the world's wetlands. There are large regions of the world (i.e. in the tropic and subtropical regions) where peatlands exist but the tools and knowledge available for identification, description, and characterization are poor because much of what is known about the world's peatlands is based on studies of peatlands in the northern hemisphere. The factors responsible for peat landform development and the physical, hydrological, biogeochemical, and biological processes for sustaining peatland ecosystems are quite different from those of non-peatland wetlands, which can lead to different methods and skill-sets for their study. Peatlands require specialized or tailor-made approaches to deal with environmental, economic and social management and conservation issues that are different from non-peatland wetlands. Peatlands have, for the most part, been overlooked in the SWS and given the importance of peatlands around the world, there is a need to provide opportunities for more peatland specialists to participate in SWS. A Peatlands Section in SWS will provide the means and focus for SWS to interact with its sister wetland societies that focus only on peatlands (i.e. International Peat Society, International Mire Conservation Group, Mires Research Group of the British Ecological Society).

#### Activities

- Organize symposia on important developments in wetland Peatlands.
- Propose and fund initiatives that advance wetland Peatlands research and education.
- Encourage and support students engaged in wetland Peatlands research.
- Interact with other sections to enhance inter-disciplinary research.

#### ***Public Policy and Regulation***

(established June 2017)

#### Mission

The mission of the Public Policy and Regulatory Section is to identify and address public policy and regulatory issues that either directly or indirectly affect the protection, conservation, restoration and sustainability of wetlands, specifically to:

- (1) Sponsor and develop symposia, workshops and other activities related to wetland policy and regulation, particularly for the SWS Annual Meeting,
- (2) Identify public policy issues at the international, national, and regional scale and provide a system for tracking the status of these issues,
- (3) Identify regulatory issues at the international, national, and regional scale and provide a system for tracking the status of these issues,
- (4) In consultation with the Executive Board, provide recommendations and comments pertaining to public policy and regulations to regulatory agencies and government bodies, represent SWS in interactions with policy makers and regulators where appropriate and notices and guidance to membership.
- (5) Aid in the development and writing of SWS policy papers.

### Rationale

The main reason for the Section is to enable SWS to deal effectively with wetland policy and regulatory issues. The major objectives of the Policy and Regulation Section are to:

- Facilitate interactions among wetland scientists who are experienced with or who are interested in public policy and regulation;
- Sponsor and develop symposia, workshops and other events, at the Annual Meeting or otherwise, related to wetland policy and regulation;
- Advise the SWS leadership (Executive Board, Board of Directors), chapters, and members dealing with public policy and regulatory issues;
- In consultation with the Executive Board, aid in the development and writing of SWS policy papers; and
- In consultation with the Executive Board, represent SWS in interactions with policymakers and regulators.

### Activities

Organize symposia on important developments in wetland policy and regulations.

- Engage in activities as outlined in the Mission Statement above.
- Propose and fund initiatives that advance wetland policy and regulation research, planning and education.
- Encourage and support students engaged in wetland policy, planning and regulation.
- Interact with other Sections to enhance inter-disciplinary research.

### ***Ramsar***

(established February 2010)

### Mission

To advance research and application in Ramsar fields that regulate wetlands.

### Rationale

Facilitate the transfer of scientific information and technical advice between the bodies of the Ramsar Convention (e.g., Secretariat, Scientific Technical Review Panel) and the SWS as well as to facilitate the development of joint educational activities and community programs. The Ramsar Section promotes a better understanding among SWS members of the Ramsar Convention and its organization, policies, and scientific information base. A Ramsar Section promotes the involvement of SWS members in the development of research, management, and educational programs at Ramsar sites and other wetlands in support of the three pillars of the Convention, namely: to work towards the wise use of all wetlands; to designate wetlands of international importance; and to co-operate internationally.

### Chair

The elected Chair of the Ramsar Section is appointed by the SWS President to represent SWS on the Ramsar Scientific Technical Review Panel. See SWS-Ramsar MOC (available to members on the SWS website) for additional information.

### Activities

- Organize symposia on important developments in Ramsar.



- Propose and fund initiatives that advance Ramsar research and education.
- Encourage and support students engaged in Ramsar research.
- Interact with other sections to enhance inter-disciplinary research.

### ***Student***

(established February 2010)

#### Mission

To promote wetland science inclusion and equity for students, recent graduates, and young professionals.

#### Rationale

This section's specific goals are to unify the efforts of the various student associations and increase student participation in the society's activities, ensure the recognition of the importance of cultivating future wetland professionals by encouraging the proliferation of student/young-professional programming and funding, and provide opportunities for Section members to develop leadership skills through participation in their own section.

#### Activities

- Organize multiple student-centered events at the SWS Annual Meeting.
- Creates social media presence for communicating SWS, wetland science, and student interests and issues.
- Advance diversity, equity, and inclusion in wetland science and management.

### ***Wetland Restoration***

(established August 2013)

#### Mission

Advance research and application in the area of wetland restoration.

#### Rationale

Wetland restoration is linked to nearly every sector of wetland science and can have profound impacts on local ecology. This section provides a consistent forum for research and applied professionals to share focused information and ideas. It allows scientists, consultants, regulators, stakeholders and other interested parties from different wetland sectors around the world the ability to interact regularly. It also provides an opportunity for its members to gain a better understanding of wetland restoration, which will translate to more successful restoration projects.

#### Activities

- Provide a forum for the exchange of wetland restoration ideas and information.
- Sponsor a symposium at the annual meeting ,which addresses current topics related wetland restoration

### ***Wildlife***

(established February 2008)

### Mission

Advance research on wildlife that affects wetlands.

### Rationale

Wetlands are essential to many species of wildlife, fish, and plants, including certain threatened and endangered species. Worldwide, a sizeable percentage of SWS members are employed in occupations directly related to wildlife at universities, governmental agencies, non-governmental agencies, and consulting firms. The link between wetlands and wildlife is so strong that the public likely thinks that the sole reason for protecting, managing, and regulating wetlands worldwide is to benefit wildlife even though water quality can be more important in some regions. Public interest in the ecological, social, and economic importance of wetlands continues to grow as agriculture; urbanization, timber mining, and global climate change alter wildlife habitat quantity and quality worldwide. This section will increase the number and caliber of presentations at the SWS Annual Meeting and thereby help SWS members address public expectations. The section strives to increase awareness of SWS among the numerous professionals working for governmental and nongovernmental agencies devoted to sustaining wildlife populations, particularly those individuals who are focused on sustaining wetland habitats critical to wildlife populations.

### Activities

- Organize symposia that provide an overview of relationships between wetlands and wildlife at the SWS Annual Meeting. Topics will be focused on wetland-dependent wildlife and may include (a) efforts to improve wetland habitat affecting survival, reproduction, and health of the wildlife using it; (b) wetland habitat quantity and quality sufficient to support desired populations; (c) understanding wetland-dependent species' needs during a particular period of the life cycle or breeding / wintering area in terms of nutrition, protection from human disturbance; and (d) creating an understand of how natural cycles, perturbations (hurricanes, droughts), and global climate change impact long-term wetland-dependent wildlife populations and vital rates.
- Occasionally exhibiting a booth at important wildlife meetings to attract new wildlife-oriented members - potential organizations include The Wildlife Society and the Southeastern Association of Fish and Wildlife Agencies.
- Assist SWS with education and outreach on wetland wildlife topics.

### ***Women in Wetlands***

(established February 2008)

### Mission

Promote the success of women in the field of wetland science and management through mentoring, networking, and education of both female and male members of SWS.

### Rationale

Despite the gains in the representation of women in scientific fields, the number of females still lags behind that of male colleagues. A recent report concludes that women in science and engineering careers are very likely to face discrimination and/or barriers to advancement in every field. Despite large numbers of female students in some disciplines, the evidence shows that women are lost at higher educational and

career transitions disproportionately to their male colleagues. A comparison of the National Medal of Science recipients from 1996 to 2005 shows that only 10% were women and also shows a decrease, rather than an increase, in female recipients over time. These patterns suggest that the general impression of equality in science is not supported by the data. In fact, multiple papers have been published recently raising concerns over the status of women in science.

#### Activities

- Sponsor a luncheon or breakfast with an invited speaker at annual meetings
- Organize a mentoring program for female student members or other underrepresented groups

## **Representatives**

### ***American Institute of Biological Sciences (AIBS)***

#### Mission

- Represent SWS through organizational membership in AIBS.
- Attend AIBS annual member meeting and report to SWS Board.
- Seek connections between AIBS functions and committees and SWS Board.

#### Rationale

The SWS President and Board should capitalize on the opportunities associated with AIBS membership and seek opportunities to use AIBS functions to expand SWS programs. The AIBS Representative can facilitate this by raising awareness of AIBS activities on the SWS Board. The SWS Board of Directors appoints the AIBS representative to a three (3) year term, which may be renewable for one additional term.

### ***SWSPCP***

#### Mission

This position maintains direct communication between the parent SWS and the SWS Professional Certification Program (SWSPCP) to keep both organizations aware of each other's actions and plans. The liaison enables SWS to have a direct vote on the SWSPCP Board of Directors and SWSPCP to have a direct vote on the SWS Board of Directors.

#### Rationale

The Immediate Past Presidents of SWS and SWSPCP shall work together to identify a candidate representative whose appointment shall be approved by the SWS Board of Directors and endorsed by the SWSPCP Board of Directors. The Representative serves a three-year term and must be a member of each organization in good standing.

#### Activities

- Attend SWSPCP Board Meetings; report on SWS activities and plans; participate in discussions and vote as a member of the SWSPCP Board of Directors.
- Attend SWS Board Meetings; report on SWSPCP activities and plans; participate in discussions and vote as a SWS Board of Directors member.
- Promote interactions and common activities between SWS and SWSSPC. These may include but are not limited to social events between members of the boards of directors, sessions on subjects of common interest at SWS annual meetings, and education and outreach to the public.

### Policies and Procedures

If the meetings of the Boards of SWSPCP and SWS are held at the same time, then the Representative shall consult with the Immediate Past Presidents about votes and discussions that are critical to the Representative's role so that accommodation can be arranged with the presiding officer in advance of the meeting. The appropriate Immediate Past President is responsible for briefing the Representative on business that occurred during their absence from the respective board meeting.

### ***Ramsar***

#### Mission

Per the SWS-Ramsar MOC, 1) SWS appoints an observer to participate in the discussions of the STRP (Scientific and Technical Review Panel), and 2) the Ramsar Secretariat of the Convention on Wetlands appoints a representative to the SWS Board of Directors to a renewable three-year term.

The SWS President appoints the elected Chair of the Ramsar Section to represent SWS on the STRP. The individual is expected to attend annual meetings of the STRP in Gland, Switzerland, and participate in one or more of the working groups that deal with the scientific agenda that the Conference of Parties (COP) designates at the quadrennial meetings of RAMSAR. See the SWS-Ramsar MOC (available to SWS members on the SWS website) for additional information.

### ***National Association of Wetland Managers (NAWM)***

#### Mission

- Exchange of Non-voting Representatives to Boards of Directors between SWS and NAWM.
- SWS Representative to NAWM attends NAWM Board meetings and reports to the SWS Executive Board and Board of Directors. SWS Board of Directors appoints this Representative, who must be a member in good standing in both organizations, to a three-year term. The three-year term may be renewable for one additional term.
- NAWM Representative to SWS attends SWS Board meetings and reports to the NAWM Executive Director and Board of Directors. NAWM appoints this Representative.
- Seek connections and mutual support between SWS and NAWM.

#### Rationale

The SWS President and Board of Directors should capitalize on the opportunities to collaborate on programs and meetings with NAWM. The SWS Representative to NAWM can facilitate these opportunities by raising SWS leadership and member awareness of NAWM activities. The NAWM Representative to SWS can facilitate this by sharing NAWM information with the SWS Executive Board and Board of Directors. See SWS-NAWM MOC (available to SWS members on the SWS website) for additional information.

## **Chapters**

Procedures for establishing and dissolving and governance of Chapters are found in the Standing Rules (Appendix I). Bylaws of each Chapter are in Appendix III.

### ***Chapter List***

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

- Asia Chapter: is defined as those areas 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.
- Rocky Mountain USA Chapter: Colorado, Montana, New Mexico, Utah, and Wyoming.
- Pacific Northwest USA Chapter: Alaska, Idaho, Oregon, and Washington
- 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.

## **Student Association Guidelines**

Student Associations are established upon approval of the SWS Board. The Secretary-General shall make the motion for consideration of the Board after assuring that the group has met the requirements to be an official club of the affiliated university and the minimum number of members as described below.

- Student Associations shall acknowledge their relationship to SWS in their name, e.g., the University of Florida Wetland Club affiliated with the Society of Wetland Scientists.
- Students Associations shall be affiliated with their regional SWS chapter, e.g., the University of Florida Wetland Club associates with the South Atlantic Chapter of SWS.
- Student Associations can be comprised of a group of students from several universities in a larger region, e.g., all of the universities in New Orleans could be one Student Association.
- Students Associations should have official club status and a faculty advisor from one or more affiliated universities. As official clubs of the affiliated university, Student Associations shall abide by the rules of their affiliated university, including guidance on financial management and reporting.
- Student Associations should have at least three student members at all times who are both enrolled at their respective universities and are student members of SWS.
- Students may organize activities with other Student Associations and their regional SWS chapter as long as the activities meet the approval of the affiliated chapter president. The activities may

include internet List Serves, field trips, student symposia, and webcasts, as long as the activities meet the approval of the affiliated chapter president.

- Each Student Association shall have a faculty or organization advisor who is an SWS member. The advisor will serve as the primary liaison between SWS Headquarters and the Student Association.
- Student Associations shall draft bylaws similar to SWS chapter bylaws, or can use the same bylaws as the affiliated chapter.
- The objectives of the Student Association will be the same as the SWS objectives, except not 'operate independently.'
- The Student Association can request financial and other support for approved activities from the Executive Board of their affiliated regional chapter.
- The Student Association has permission to use the SWS logo in accordance with the Society's logo guidelines.
- The Secretary-General or his/her designee should track the activity of the Student Associations. If there is a period of more than three years of inactivity and no response to queries about the status of the organization through the affiliated university, the Secretary-General shall present a motion to the Board recommending dissolution of the affiliation with SWS. Upon approval of the motion, the Secretary-General shall notify the appropriate unit of the university that the affiliation of the club with SWS has been terminated.

## ***Wetlands Editorial Board & Submissions***

### *Editorial Board*

The Editorial Board consists of the Editor-in-Chief (EiC) and Associate Editors (AEs). The EiC is appointed for a period of five years. AEs are appointed for a period of three years. Membership of the Editorial Board is renewable.

Depending on the number of submissions annually and on the areas of expertise covered by the submissions, the EiC seeks AEs. The approximate number of AEs on the board currently is 55.

The EiC communicates with AEs as needed through email or other means of communication. The Editorial Board meets at each Annual SWS meeting to discuss issues, problems and successes related to journal publication.

### *The submission and review process*

- All manuscripts must follow the submission guidelines provided at <https://www.springer.com/journal/13157/submission-guidelines> and submitted via Springer's Editorial Manager([www.editorialmanager.com/wela/](http://www.editorialmanager.com/wela/)).
- The review process follows rules and guidance provided by the Publisher.

## ***Wetland Science and Practice* Submission Protocols (ISPN: 0732-9393; online ISPN: 1943-6254)**

The deadline for submitting materials to future issues is generally the first day of the month two months prior to publication. Articles should be prepared as a Word document with accompanying figures in a separate folder. Electronic graphics should be digital images saved as jpg, tif, or eps files. Authors must obtain permission to use images that are not their own or have been published elsewhere. The *Wetland Science and Practice* articles are reviewed by the editor and refereed where necessary. Guidelines for format as provided in the back of each issue and online. Contributors can use published articles from recent issues for general guidance. Opinion-based articles will be edited for tone.

Artwork or photography may be submitted for cover photos. Any image submitted should be accompanied by a detailed caption and photographer information. The image should be attached separately in jpg, tif, or eps format.

### **Editing Protocols for *Wetland Science and Practice***

The Editor is responsible for developing the editorial calendar and soliciting, collecting, and editing content. A list of articles, editorials, the President's message, and other content (e.g., Notes from the Field) will be sent to SWS Staff for layout and design at least one month before the publication date (except for the July issue, which will be sent immediately after the annual meeting). SWS Staff is responsible for gathering content related to SWS activities, including abstracts for the annual meeting that will be published in each July issue. The President has a required piece in each issue to be submitted directly to SWS Staff, with a copy to the WSP Editor, at least one month before the month of the quarterly publication (except for the July issue, where the message will be sent immediately after the meeting).

After review and approval of the draft issue by the Editor, SWS Staff will make necessary adjustments and post the issue online. Staff will notify members via email when the publication is uploaded and ready for viewing. Staff will post the publication to sws.org and e-archive past issues. Current plans are to add DOI codes to all future articles for easy online access.

### **Protocol for Updating Leadership Manual**

As Chair of the Bylaws Committee, the Immediate Past President is responsible for managing the process of updating and maintaining the SWS Leadership Manual, including updates to Standing Rules and Bylaws. In conducting the update process, the Immediate Past President:

1. Solicits updates to the Leadership Manual, including Standing Rules and Bylaws, from relevant committees, chapters, and sections. Where an update does not pertain to a specific committee, chapter, or section, the Immediate Past President drafts revised text (for relatively minor items, such as corrections or inclusion of existing unwritten practices) or solicits help in this regard from others (for more significant changes or new practices), such as Bylaw Committee, Executive Board,

Past Presidents Committee, SWS staff, an *Ad Hoc* Committee, or other relevant Committee members

2. Reviews proposed text changes and share them with the Bylaws Committee
3. Following review by Bylaws Committee, shares proposed text changes with Executive Board for review and approval by Executive Board
4. Provides a “track changes” text of the approved version to the Board of Directors for review and approval of any proposed changes to Standing Rules and Bylaws
5. Provides a “track changes” text of the approved version to the SWS Membership for review and approval of any proposed changes to Bylaws.
6. Following approval of changes, SWS staff prepares a “clean” formatted version of the updated Leadership Manual and posts it on the website.



# RESOURCES

# **APPENDIX I – BYLAWS**

# **Bylaws of the Society of Wetland Scientists, Inc.**

*(revised June, 2017)*

## **ARTICLE I**

### **Names and Mission**

1. The name of the group shall be the SOCIETY OF WETLAND SCIENTISTS, hereinafter referred to as the Society.
2. The principal office for the transaction of the business of the Society is hereby located at 1660 International Drive, Suite 600, McLean, VA 22102, USA.
3. The Society, by resolution of its Board of Directors, may change the location of its registered office as designated in the Articles of Incorporation to any other place in the United States of America. By like resolution, the registered agent may be changed to any other person or corporation upon adoption of such a resolution, a certificate certifying the change shall be executed, acknowledged, and filed with the Secretary of State, and a certified copy thereof shall be recorded in the Office of the Register of Deeds for the county in which the new registered office is located and in the old county, if such registered office is moved from one county to another.
4. The mission of the Society of Wetland Scientists (SWS) is to promote understanding, conservation, protection, restoration, science-based management and sustainability of wetlands.
5. For the administration of the affairs and the attainment of the objectives of the Society, as set forth in ARTICLE FIRST 4a through f, the Society shall have the power, either directly or indirectly, either alone or in conjunction or cooperation with others, to do any and all lawful activities that may be necessary, useful, suitable, desirable, or proper for the furtherance, accomplishment, fostering, or attainment of any or all of the objectives for which the Society is organized, and to aid and assist other organizations whose objectives are to further accomplish, foster, or attain any of such objectives.
6. Notwithstanding anything herein to the contrary, the Society shall neither have nor exercise any power, nor shall it directly or indirectly engage in any activity that would: (1) prevent it from obtaining exemption from United States Federal income taxation as a corporation as described in Section 501 (c) (3) of the USA Internal Revenue Code of 1954 and its regulations as the same now exist or as they may hereafter be amended from time to time, or (2) cause it to lose such exempt status.

## **ARTICLE II**

### **Membership**

1. Any individual with interest in the Society and furtherance of its objectives shall be eligible to join the Society. Individual members shall receive Society publications and all other membership

benefits and are eligible to vote. There are five classes of individual membership: (a) Regular Members: Persons involved in the study, management, or regulation of wetlands and in any other appropriate wetland activity including research and educational endeavors. (b) Student Members: Persons involved in full-time academic training toward any appropriate wetland endeavor. (c) Family Members: Two members of a family may be Society members with full, active member privileges, but shall receive a limited set of publications (usually only one copy per issue of the Society's journal, *Wetlands*). (d) Lifetime Members: Members joining for the rest of their lives will receive full active member's privileges. (e) Emeritus members: Individuals who have retired.

2. As used in the Bylaws and Standing Rules, the term "member in good standing" means a member whose dues are paid.

### ARTICLE III Officers and Board of Directors

1. The Officers of the Society shall be President, President-Elect, Secretary-General, Treasurer, and the Immediate Past President, who are elected by the members. These five officers constitute the Executive Board of the Society, who shall have the authority to meet in closed session. Only Active Members in good standing shall be eligible for nomination for an elected office.
2.
  - a. The President shall serve only one term in office for a period of one year or until the next annual meeting, and upon the termination of that office, shall immediately become Past President.
  - b. The President-Elect shall serve for a period of one year or until the next annual meeting and shall automatically become President for the year following his or her term as President-Elect.
  - c. The Secretary-General and Treasurer shall each serve for a period of three years. The terms of office for the Secretary-General and Treasurer shall be staggered so that their election does not normally coincide during the same year.
  - d. In the event of cancellation of an annual meeting, the officers of the Society and the members of any standing or special committee shall continue to serve and be responsible for the Bylaws, or Robert's Rules of Order in the absence of specific guidelines, until new elections and an annual meeting are held.
  - e. If an officer cannot fulfill or complete the term of office, the Board of Directors is authorized to appoint a replacement until the next annual election is held. If any officer becomes temporarily unable to perform their duties, the Executive Board is authorized to appoint a temporary replacement until such time as they deem the original officer can return to their duties.
3. The Board of Directors shall consist of the Executive Board, a representative from each Chapter and Section that had an active membership of at least twenty-five members the previous year, the representative to the Professional Certification Program, and chairs of Standing Committees. Any number of Directors attending a called meeting of the Board of Directors constitutes a quorum.

The Board of Directors is authorized to conduct business and hold meetings at its discretion. All members of the Board of Directors shall be members in good standing.

4. The Board of Directors shall appoint a Journal Editor and the WSP Editor. These positions have five-year renewable terms.
5. The Board of Directors shall appoint a representative to the Professional Certification Program who shall serve a three (3) year term, which may be renewable for one additional term. This representative shall be a member of the SWS Professional Certification Program in good standing.
6. The Wetlands Journal Editor and Wetland Science and Practice Editor shall be non-voting members of the Board of Directors.
7. The Board of Directors shall appoint a non-voting representative to the American Institute of Biological Sciences (AIBS) who shall serve a three (3) year term, which may be renewable for one additional term. This person shall represent SWS (as a member organization) in AIBS-related activities and shall be an SWS member in good standing.
8. The SWS Board of Directors shall appoint a non-voting representative to the National Association of Wetland Managers (NAWM) Board of Directors who shall serve a three (3) year term, which may be renewable for one additional term. This person shall represent SWS at NAWM Board meetings and in NAWM-related activities and shall be an SWS member in good standing and a NAWM member in good standing.
9. A representative of the National Association of Wetland Managers, who is appointed by the National Association of Wetland Managers, is invited to attend Board of Directors meetings as a non-voting observer and to represent NAWM in SWS activities.

#### ARTICLE IV Meeting and Voting

1. The Society shall meet once a year at a place to be determined by the Board of Directors.
2. In the event of an emergency, the Board of Directors may cancel an annual meeting or change the place of an annual meeting or order a Special Meeting. If a meeting is canceled, the Board of Directors shall schedule the next annual meeting.
3. A quorum for the transaction of official business at a Society meeting shall consist of any number of voting members present.
4. The Secretary-General shall certify the voting eligibility of members.
5. The Board of Directors and the membership may vote by mail or electronically.

ARTICLE V  
Adoption of Standing Rules

1. The Board of Directors is authorized to adopt and amend Standing Rules necessary for the conduct of Society business by a majority vote.
2. The Standing Rules must include, but shall not be limited to the following:
  - a. Matters pertaining to Society finances.
  - b. Prescribed duties of Society officers.
  - c. Provisions for the establishment, duties, and method of selection of standing committees and other committees necessary to conduct the business of the Society.
  - d. Authorization for the specified publications of the Society for the furtherance of its objectives.
  - e. Provisions for the establishment, maintenance, and dissolution of any Regional Chapter or Section of the Society established pursuant to the provisions of Article VII.

ARTICLE VI  
Amendment of Bylaws

1. The Bylaws may be amended by a two-thirds vote of the members in good standing who attend an annual meeting or respond to an electronic vote as authorized by the Board of Directors. Proposals for amendments may be generated in the following ways:
  - a. Recommendation of a majority of the voting members of the Board of Directors.
  - b. Petitions signed by not fewer than 2.5 % of the Society membership eligible to vote and presented to the President at least thirty days prior to the annual meeting. The Secretary-General shall determine if the signatories are members in good standing within 30 days of receipt. The petition will be presented for a vote at the next annual business meeting.
2. The Board of Directors is authorized to take whatever steps may be necessary, including amendments to the Bylaws, to obtain and retain tax-exempt status under Section 501(c)(3) of the Internal Revenue Code.

ARTICLE VII  
Chapters and Sections of the Society

1. Chapters of SWS are authorized, integral operations of the Society of Wetland Scientists, Inc. that conduct geographic activities serving the objectives of and representing the Society. Sections of SWS are authorized, integral operations of the Society of Wetland Scientists, Inc., that conduct activities serving various professional interests of the membership. Activities and operations of Chapters and Sections are considered to be operations of the Society. A Chapter of the Society may be authorized if it seems likely to provide a worthwhile service, has a reasonable chance of

continued and successful operation, and complies with this Article. Only a voting member of the Society in good standing may be a voting member of a Chapter or Section of the Society. Chapters and Sections of the Society may hold meetings, sponsor symposia, disseminate information, adopt resolutions, and engage in other activities to advance the objectives of the Society in keeping with the Bylaws and Standing Rules of the Society. The activities of Chapters shall advance the objectives of the Society in their geographic area. The activities of Sections shall advance the objectives of the Society according to their stated professional interests. Actions and resolutions of a Chapter or Section shall be identified only with that Chapter or Section unless transmitted to the Board of Directors and subsequently adopted in accordance with the appropriated provisions of the Bylaws and Standing Rules as an action or resolution of the Society.

A Chapter or Section may be dissolved by a two-thirds vote of the Board of Directors. Such an action may be based upon the Chapter or Section having taken action contrary to or otherwise have failed to comply with its own Bylaws or Bylaws and Standing Rules of the Society; failed to hold specific meetings; or otherwise failed to function as an active, effective arm of the Society. Upon dissolution of a Chapter or Section, the assets and records of that Chapter or Section shall revert to the Society for disposal in the best interests of the former members of the Chapter or Section or of the Society, as decided by the Board of Directors.

In order to provide effective maintenance of a Chapter or Section, the Board of Directors shall have the power to reorganize chapter boundaries, rename Chapters or Sections, remove Chapter or Section officers, or alter any other Chapter or Section structural or functional aspect in order to provide for the viability of the Chapter or Section or to maintain fiscal or legal requirements of the Society. All such actions shall require a two-thirds vote of the Board of Directors. The Board shall consult with affected chapters prior to changing chapter boundaries.

2. Chapters and Sections: A Chapter or Section of the Society may be authorized by a two-thirds vote of the Board of Directors upon petition not by fewer than twenty-five Society members in good standing and upon certification by the Secretary-General. In the case of Chapters, the twenty-five Society members in good standing who sign the petition shall be from the proposed Chapter's designated geographic region. All Chapters and Sections shall comply with the Society's Bylaws and Standing Rules.

## ARTICLE VIII Dissolution of the Society

1. If the Society is dissolved, all net assets will be distributed to a similar organization exempt under Section 501(c)(3) of the Internal Revenue Code. Designation of the organization(s) to receive said assets will be at the discretion of the Board of Directors.

## ARTICLE IX Society Representation

No member of the Society will represent the Society without the prior approval of the Board of Directors.





# **APPENDIX II – STANDING RULES**

*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, establishing special committees required for the business of the Society, and exercising 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. They 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. The term of office shall be one year and commence during the Annual Business Meeting, which if not held in May or June during the Annual Meeting of the Society then occurs as a separate meeting during that time frame (hereafter, "Annual Business Meeting"). Upon conclusion of that office, the President shall immediately become Past President.

### **Section 2. Duties of the President-Elect**

The 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 their presidency begins. The President-Elect also leads the annual review of SWS's progress on the Strategic Plan. The President-Elect is responsible for leading the consortia of chapters, consortia of sections, and consortia of committee chairs that serves as organizing and communications hubs for those entities.

### **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, publish Business meeting minutes in Wetland Science and Practice, and post them on the website in the members-only section.

- Oversee the development, procurement, and distribution of Society stationary, brochures, postage, photocopying, and other items as needed or directed.
- Serve as backup signatory to the Treasurer on Society financial accounts.
- Oversee establishment and sustainability of Student Associations and incorporate Student Association semi-annual reports into the semi-annual report to the Board of Directors.
- The term of office shall be three years and shall commence at the conclusion of the Annual Business Meeting (May-June), typically held at the Annual Meeting of the SWS.

#### **Section 4. Duties of the Treasurer**

- Administer the financial resources of the Society and serve as the 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 Wetland Science and Practice and posting on the website.
- Serve as co-chair of the Ways and Means Committee.

The term of office shall commence at the conclusion of the Annual Business Meeting (May-June), typically held at the Annual Meeting of the SWS. The election of the Treasurer shall occur one year ahead of the year that the Treasurer takes office in order to allow the Treasurer to have a year to learn the role from the outgoing Treasurer. As a non-voting participant, the Treasurer-Elect will attend Executive Board calls during the year before taking office and will coordinate with the sitting Treasurer during this time to learn the position's duties.

#### **Section 5. Duties of the Immediate Past President**

- Chairs the Nominating Committee, Bylaws Committee and Past Presidents Advisory Committee.
- Performs the duties of the President if both the President and President-Elect can not 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, 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, announcements, and topical articles focusing 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, and 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 meetings.

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:

- Oversees the production of all the content (research papers, review papers, editorials) of *Wetlands* in conjunction with the publishing company that prints and distributes the journal.
- Develop editorial policies for *Wetlands* in conjunction with the Publications Committee.
- Recruit members of the editorial board.
- Assign manuscripts submitted to a member of the editorial board for peer review.
- Supply the 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 the Publisher.
- Make the final decision on which manuscripts to accept and reject.
- Solicit review articles, special features, and special issues.
- Select annually a winner of the Doug Wilcox Award from members of the Editorial Board.
- Editors of Special Publications endorsed by SWS will follow all relevant Society policies and procedures.

Normally, submitting manuscripts, assignment of manuscripts to a member of the editorial board, and soliciting peer reviewers for a manuscript will be done using software for this purpose used by the publishing company.

## **Recruitment and Appointment**

The editor-in-chief of *Wetlands* is appointed by and reports to the SWS Board of Directors (BOD). The recruitment and evaluation of a potential new editor is carried out by the Publications Committee using a job description developed for this position by the Board of Directors. The Publications Committee will present their ranked recommendation of the most qualified applicants for the position to the BOD. An editor is usually appointed for an initial term of five years, which can be renewed at the discretion of the BOD.

## **Contract**

At the discretion of the BOD, the editor can be paid a stipend whose sole purpose is to buy release time from their normal duties to work on the journal. This stipend can only be used to cover salaries, e.g., buy an editor out of a course by hiring a replacement instructor, hire a graduate student or postdoc to cover part of an editor's existing grant, pay the salary of a part-time editorial assistant, or to pay the editor's summer salary. This stipend cannot exceed 20% of the editor's salary, excluding benefits, at the start of a contract. This contract will be in the form of a grant to the institution that employs the editor-in-chief.

It is the policy of the Society of Wetlands Scientists not to pay overhead/indirect costs on grants of any kind.

### **Annual Report**

The Editor-in-Chief is a non-voting member of the BOD. For the BOD's meeting, in conjunction with the annual SWS general meeting, the editor-in-chief will prepare an annual written report on the journal's status. This report will include the composition of the editorial board, the number of manuscripts submitted, the number of manuscripts published, the impact factor of the journal, etc. If the editor is being paid a stipend, the report should also include a summary of how the funds in the grant were spent.

### **Performance Review**

Using the information in the editor-in-chief's annual report, the Publication Committee will also write a confidential annual report for the BOD on the performance of the editor-in-chief. It will compare the editor's performance over the last year with previous years. It will consider the same performance criteria outlined for the editor-in-chief's report and in the list of duties noted above, plus any other criteria deemed relevant by the Publications Committee.

The editor-in-chief of *Wetlands* oversees the production of all the content (research papers, review papers, editorials, etc.) of *Wetlands* in conjunction with the publishing company that prints and distributes the journal.

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

- Officers and Directors of the SWS shall not receive any salary, 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 the SWS shall review and sign any single long-term contract involving legal exposure or financial consequences for the 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:
  - For those annual meetings that are only virtual, local Chapter profit sharing will be 15% of the net SWS profit.
  - For those annual meetings that are joint meetings shared with other societies, with less than 50% of registrants expected to be members of SWS, local Chapter profit sharing will be 20% of the net SWS profit.
  - For those annual meetings that are either in-person only or hybrid (in-person and virtual), the local Chapter profit sharing will continue to be 25% of the net SWS profit.
  - Any deficit resulting from the Annual Meeting shall be assumed in full by SWS, Inc.

- Because meeting style can change after the initiation of planning the meeting, the status (virtual, in-person, or hybrid) 9 months before the beginning of the scheduled meeting will determine profit sharing percentage with the local Chapter.

## **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 are 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 are allocated directly to the Chapter or Section account. Regardless of the number of Chapters or Sections joined, only one set of benefits accrues 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 before a meeting of the Board of Directors and will be considered on a case-by-case basis.
- The cycle for membership in good standing is 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 a 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 the Business Office. The SWS 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.
- Two fee changes are in a trial period through December 2026 as follows:
  1. For a 2-year trial period, students will be automatically enrolled into the Student Section upon joining or renewing beginning with the membership year 2024. 10 USD of the Student dues will be allocated to the geographic chapter and 10 USD of the Student dues will be allocated to the Student Section. If Society wide student membership increases by at least 5% through December 2026, then this dues structure will become permanent effective January 2027 or until changed as part of a future dues evaluation. If this metric is not met by December 2026, then the trial period will end, and this dues structure will no longer be in effect.
  2. For a 2-year trial period, lower the <40,000 USD regular membership category dues rate to 75 USD with no CPI annual increase beginning with the 2024 membership renewals and new memberships. If membership in the <40,000 USD regular membership category increases by at least 5% through December 2026, then this dues structure will become permanent effective January 2027 or until changed as part of a future dues evaluation. If this metric is not met by December 2026, then the trial period will end and this dues structure will no longer be in effect.

## 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.

*Dues and Fees for 2024*

<b>Regular Member Types (based on annual income)</b>	
< \$40,000	\$75
\$40,000 - \$60,000	\$118
\$60,000 - \$80,000	\$136
\$80,000 - \$100,000	\$155
> \$100,000	\$167
Developing Country*, **	\$10
<b>Lifetime Member</b>	
One Payment	\$2000
Four Annual Payments	\$500
<b>Additional Member Types</b>	
Student*	\$30
Additional Household	70% of the first membership
Emeritus	75% of the regular membership rate

\*Not subject to CIP changes

\*\*Includes two chapters (one based on geography and one of their choice; additional chapters and sections cost \$5.

### 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 all issues of the journal Wetlands.

## **Section 11. Support of Outside Organizations and Their Activities**

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

- That the activity must be aimed at the communication of sound wetland science, management, and/or conservation, and that SWS resources may be used for various purposes but not to support the activity organizers' salary or remuneration.
- 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.
- The Board of Directors will consider requests for financial support for an activity at the SWS Budget Meeting (usually held in the fall). The Chair can manage Standing Committee budgets for utilizing committee 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, a Chapter or Section's membership should be consulted before funds are 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 for 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 at their event.
- 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 business meeting (May-June). The President and 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 and the website can be updated. Changes will be reported to the Past President for inclusion in the Leadership Manual. The President will charge each committee Chair with specific responsibilities after the annual business meeting (May-June) 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 (January-February) Board of Directors meeting and the Annual Board meeting (May-June). 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 ensuring 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 foster the exchange of accurate information on wetland science among wetland professionals, 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.
- **Global Reach Committee:** This committee shall be responsible for developing and leading SWS initiatives that support wetland scientists and practitioners worldwide. The committee shall consider actions that: 1) improve the organizational capacity of SWS to facilitate global expansion, 2) foster partnerships with stakeholders around the world in order to advance wetland science and practice, 3) encourage worldwide representation in SWS publications and conferences, 4) provide resources to SWS members where there is limited support for wetland science and practice. This committee shall consist of a Chair and at least five (5) members. Although any SWS member in good standing can serve on the committee, special consideration should be given to ensuring broad global representation. Ideally, the Chair of the committee, and a strong majority of the committee will be SWS members from non-U.S. countries.
- **Human Diversity Committee:** This Committee shall be responsible for increasing the participation of underrepresented 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 the 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 is 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 3) evaluating and recommending investment strategies for the Society's endowments, 4) recommend fundraising strategies, and, 5) reviewing and providing oversight of large contracts for major services to the Society.

**Wetland Concerns Committee:** This committee is responsible for promoting sound public policy by developing and communicating position papers based on the best available scientific information and drafting rapid-response public statements. This committee consists of a Chair and at least five (5) members. Although any SWS member in good standing can serve on the committee, special consideration should be given to ensuring broad global representation.

## **Section 13. Special Committees**

Special Committees composed of Society members in good standing shall be appointed by the President in consultation with the Board of Directors at any time for a period of two (2) calendar years from the date of the appointment unless reauthorized by the vote of the Board of Directors. Special Committees are appointed to assist the President and the Board of Directors with developing information, services, or programs that are generally short-term and non-recurring. 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 (May-June). At the end of its appointment period, a special committee presents its report to the Executive Board and/or Board of Directors and then disbands. Special committees can be dissolved by the president and/or Executive Board at any time.

## **Section 14. Chapters and Sections**

- A chapter/section is established when (1) a petition including the names of the elected or acting chairperson of the chapter/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/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/section by a majority vote. Upon initiation of a new chapter/section, \$200 in start-up funds are deposited by SWS into an account at a Society designated bank.
- Chairpersons of chapters and sections are members of the Board of Directors of the SWS.
- SWS 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 of Directors.
- Chapters and Sections shall prepare and submit semi-annual reports to the SWS Treasurer, an accounting of all income, assets, and liabilities of the chapter or section.
- Chapters and sections shall review and make such changes as necessary to their Bylaws to bring them into conformation with the SWS Bylaws. Revised bylaws must be provided to the SWS Board of Directors and SWS Staff prior to the Annual Business Meeting (May-June).
- A section in good standing is expected to sponsor or cosponsor a symposium, workshop, or other activity at each annual meeting.
- The Executive Board may intervene to revitalize a chapter/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).

### **Section 14a. Chapter Boundaries**

Areas prescribed for the formation of regional chapters are as follows:

- Asia Chapter: Is the area 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: Alaska, 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 an annual business meeting of the SWS 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 SWS uses Robert's Rules of Order. Additions for clarification are identified in the Leadership Manual. The Immediate Past President serves as Parliamentarian.

## **Section 18. MOUs for International Society Affiliation**

### *Definition of an Affiliated Society*

An Affiliated Society is an international non-profit, scientific, or conservation organization outside the United States 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 levels. 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 have access to the knowledge resources and networking opportunities of SWS, although the specifics are outlined for each MOU.

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

### *Affiliated societies benefit SWS and its members in a variety of ways.*

1. Affiliated societies help raise the visibility of SWS internationally and promote developing joint activities with affiliated societies worldwide.
2. An affiliated society encourages its members to participate in SWS annual and regional meetings and other events by promoting them on their websites, newsletters, and social media.

3. An affiliated society encourages its membership to publish their work in SWS publications (Wetlands, Wetland Science and Practice) and present it at SWS annual and chapter meetings.
4. An affiliated society encourages 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 membership. Governmental agencies or any other kind of government entities or organizations and for-profit companies and organizations 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 ( president), 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 and 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.

# **APPENDIX III - CHAPTER AND SECTION OUTREACH INITIATIVE**

## History of SWS Chapter and Section Outreach Initiative

The Chapter and Section Outreach Initiative (hereby referred to as Initiative) was passed by the Board of Directors at the November 2015 SWS budget meeting. It was specifically designed to help invigorate and build membership in international and any struggling US chapters and to promote the internationalization of SWS. As part of the 2017 effort to equalize sections with chapters, and the addition of sections to the Board of Directors, this Outreach Initiative was expanded to include Sections. It could further be used to help those chapters holding an upcoming SWS Annual Meeting. The Initiative is designed to allow chapters and sections to request the participation of an EB member (or their designee) at their chapter or section Meeting or other event with specific goals in mind (see below). Additionally, the Executive Board may initiate Outreach to struggling chapters or sections. Any proposal for Chapter or Section Outreach that is initiated by the Executive Board must be approved by the Board of Directors. Reporting requirements are the same for Executive Board-initiated Outreach as for Outreach requested by the chapter/section.

During the review of the SWS 2015-2020 Strategic Plan in Providence, there was a discussion regarding ACTION 5.3.4 – “Encourage Executive Board members to attend meetings outside of the U.S., particularly meetings for newly-formed SWS Chapters.” As a Board, we discussed how that might be accomplished. It was noted that several international chapters (and some smaller U.S. chapters) were struggling with declining membership and funding. The South America Chapter was dissolved at the 2014 Mid-Year Meeting because it no longer had a viable number of members. Two other examples are the Canada Chapter looking to realign its boundaries and the Alaska Chapter suggesting to become part of the Pacific Northwest Chapter. Representatives for the European Chapter have noted that EB involvement in their annual meeting would be beneficial in that the EB member would provide information concerning:

- General SWS structure and activities of the SWS,
- SWS programs, such as PWS certification,
- Information on place, time, and theme of upcoming SWS Annual Meetings,
- Importance of SWS membership (there is usually a much larger portion of participants at European Chapter meetings who are not SWS members),
- The importance of quality papers in Wetlands.

For a number of years, the BOD has been discussing ways that we can foster these chapters and, at the same time, internationalize our Society. While we have implemented a number of ways to accomplish this (such as the Chapter and Section Grant Funding Program, the GoTo Meeting platform for webinars, and remote participation in meetings), the presence of an EB member (or their designee) creates a direct and open line of communication between the chapter/section members, most of whom are not able to attend international SWS Annual Meetings and the EB. It also allows the EB member to actively promote SWS and to develop an understanding of the issues and challenges facing the chapter/section. The EB member will be able to transmit this understanding to the larger SWS EB and Board of Directors. The EB member will have the opportunity to develop relationships with chapter/section leadership, which will facilitate future efforts to build the chapter and/or host the international Annual Meeting.

The Initiative is a line item in the budget, now called “Chapter and Section Outreach,” and would allow current EB members (or their designees) to attend chapter/section meetings. This may include traveling to



the chapter/section that requests help in member recruitment or is hosting an upcoming Annual Meeting. In the former, the EB member intends to aid the chapter/section in member recruitment and organization and provide information on other SWS initiatives designed to help them develop into a fully functional unit. The former may also assist the chapter/section in liaising with other like-minded societies, as the European Chapter does. EB presence adds to the stature of SWS in these discussions and demonstrates our commitment to internationalization, particularly if representatives of like-minded societies are present at the meeting being attended by the EB member. The latter is to enhance volunteer recruitment for the Local Program Committee, vet venues for the meeting, and scope potential field trip/workshop options. This is not a requirement for EB attendance, but rather it would depend on the availability of EB members and the request of the chapter/section to have SWS leadership at their meetings/events.

The Initiative is specifically supported by and addresses the following Objectives and Actions in the 2020-2025 SWS Strategic Plan:

GLOBAL REACH, Objective 1: Continue to develop the structure and value to expand globally.

GLOBAL REACH, Objective 2: Promote wetland science and practice through partnerships with stakeholders around the world.

GLOBAL REACH, Objective 3: Encourage worldwide representation in our publications and conferences.

GLOBAL REACH, Objective 4: Provide resources to members where there is limited support for wetland science.

MEMBERSHIP, Objective 1: Increase human diversity of membership.

While participating in this Initiative, EB members will develop relationships and collaborations designed to grow and revitalize the chapter and/or to support Chapters hosting the international Annual Meeting and allow for efficient means of furthering our mission. For example, the Europe Chapter is in the formative stages of cooperating with other regional entities involved in wetlands to bring them into the SWS fold (perhaps as members or collaborators). Having SWS international leadership at those meetings can bring seriousness to the deliberations and demonstrates our commitment to internationalizing. It should be noted that relationship-building leads to intangible benefits that evolve over time, and not all of the benefits of these trips will be evident immediately following the trips.

## **Chapter and Section Outreach Proposals**

The Society of Wetland Scientists (SWS) “Chapter and Section Outreach” initiative allows Executive Board members (EB) to help SWS chapter/section needing assistance as outlined in the History of SWS Chapter and Section Outreach Initiative document and/or prepare to host an international Annual Meeting (i.e., not a Chapter Annual Meeting). Successful proposals will provide a rationale for funding or partially funding a member of the EB (or their designee, i.e., if EB members are unable to attend, then the President may select a designee from the Board of Directors) to travel to meet with the chapter/section leaders and members and to engage in activities such as those designed to enhance connectivity and communication, promote SWS membership, encourage collaboration with non-SWS entities, develop programs for student involvement, host successful professional meetings including the international Annual Meeting, and become a truly international organization that is recognized as the world leader in wetland science.

If possible, chapters and sections will be requested to waive or partially waive meeting and field trip fees for the attending EB member. Outreach funds are intended to cover EB member transportation/travel and lodging costs. EB member may receive a reasonable per diem for food and reimbursement for other justifiable expenses, such as a visa fee, or meeting registration fee, if the chapter/section is unable to afford a meeting registration fee waiver.

## Instructions

Please email a completed form to SWS Staff and the current SWS President. The Executive Board will review the application form for completeness and will request additional information if needed. To ensure EB availability, preferably submit the form 6 months or more before the desired meeting date with the chapter/section ([www.sws.org](http://www.sws.org) has contact information). SWS Staff will send a submission confirmation for the applicant's records upon receipt of the proposal. All proposals will be evaluated by the Board of Directors (BOD), and final decisions will be announced as soon as the BOD has had a chance to review and vote on the application. The total review period from the application submission date will be approximately 4 – 6 weeks. SWS Staff will notify the BOD and the chapter/section submitting the proposal of the results of the vote and will include a copy of the approved application (documenting financial expenditure and rationale).

Following the Chapter/Section Outreach visit by an EB member, the EB member and a representative from the chapter/section will prepare a report on the Chapter/Section Outreach meeting/activities/trip. The report will be sent to the BOD within 3 months of the completion of the trip and should discuss what activities were undertaken, how the Chapter/Section Outreach goals for the event/activity/trip were achieved, immediate and future outcomes/results of the effort, and follow-up actions with an anticipated timeline. Preferably, the report would be written in a form (such as an article) that can be submitted to Wetland Science and Practice for publication to share the experience and lessons learned with other chapters, sections, and members.

## Application Information

Chapter/Section Requesting Funds:	Chapter/Section:
	Chapter/Section Chair or President's Name:
	Chair/President's Address:
	Chair/President's Phone:
	Chair/President's Email:
	Does Chapter/Section Chair or President support this request? <input type="checkbox"/> YES <input type="checkbox"/> NO
Person Submitting Request (if not	Signature_____ Date_____
	Organization:

President of the Chapter/Section):	
	Address:
	Phone:
	Email:
	Position in Ch/Sect. <input type="checkbox"/> Chair <input type="checkbox"/> Vice Chair <input type="checkbox"/> Secretary <input type="checkbox"/> Treasurer Other Position in Chapter/Section: _____ Tenure of Position _____ Signature _____ Date _____

### Meeting Logistics

Executive Board Member or Designee who will be doing Outreach	Name: Email: Phone Number:
Name, Date and Location of Meeting/Workshop:	Date: Chapter/Section event: Location:
Amount Requested from SWS (indicate basis for the amounts requested):	Travel Expenses: Lodging: Per-diem (meals): Other (explain): _____

<p>Rationale for Request: (attach additional pages if necessary)</p> <p>Note: Rationale should identify the goals for the outreach event, list or explain what the Executive Board member or designee will be doing, and potential outcomes/benefits to the Chapter/Section.</p>	
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# **APPENDIX IV - TEMPLATE CHAPTER AND SECTION BYLAWS AND STANDING RULES**

NOTE: THESE TEMPLATE BYLAWS ARE PROVIDED TO ASSIST CHAPTERS AND SECTIONS IN DEVELOPING BYLAWS APPROPRIATE TO THEIR OWN NEEDS. CHAPTERS AND SECTIONS SHOULD MODIFY ACCORDING TO THEIR OWN NEEDS. THIS TEMPLATE IS FOR EXAMPLE ONLY.

Bylaws of the <<Chapter or Section Name of the >> Society of Wetland Scientists,  
(revised <<date>>)

## ARTICLE I Names and Mission

The name of the group shall be the <<CHAPTER OR SECTION NAME OF THE>> SOCIETY OF WETLAND SCIENTISTS, hereinafter referred to as the <<Chapter or Section>>.

The principal office for the transaction of the business of the <<Chapter or Section>> is hereby located at the business or home office of the current <<President or Chair>>. Whenever this location changes, the new location will be announced on the international Society of Wetland Scientists, New England Chapter page at [www.sws.org](http://www.sws.org).

The mission of the Society of Wetland Scientists <<Chapter or Section Name>> is to promote understanding, conservation, protection, restoration, science-based management and sustainability of wetlands. <<Add any specific Chapter or Section mission>> Example:

The general purposes of the <<Chapter or Section Name>> are to:

- a. Operate solely and exclusively as a non-profit and educational organization to foster conservation and understanding of wetland issues of particular interest to <<Chapter or Section Name>>.
- b. Advance public education and enlightenment concerning <<Chapter or Section Reference>> wetland resources.
- c. Provide an independent forum for an interchange of ideas and data focusing on wetland research, restoration, and policy in <<Chapter or Section Reference>>.
- d. Develop and encourage wetland science as a distinct discipline by supporting student education, curriculum development, and research in <<Chapter or Section Reference>>.
- e. Encourage and evaluate the educational, scientific, and technological development and advancement of all branches of wetland science and practice with a focus on <<Chapter or Section Reference>> wetlands and issues.
- f. Encourage the knowledgeable management of wetland resources of <<Chapter or Section Reference>>.

Notwithstanding anything herein to the contrary, the <<Chapter or Section>> shall neither have nor exercise any power, nor shall it directly or indirectly engage in any activity that would: (1) prevent it from obtaining an exemption from United States Federal income

taxation as a corporation as described in Section 501 (c)(3) of the USA Internal Revenue Code of 1954 and its regulations as the same now exist or as they may hereafter be amended from time to time, or (2) cause it to lose such exempt status.

For the administration of the affairs and the attainment of the objectives of the <<Chapter or Section Name>>, as set forth in ARTICLE I, 3a through f, the <<Chapter or Section Name>> shall have the power, either directly or indirectly, either alone or in conjunction or co-operation with others, to do any and all lawful activities that may be necessary, useful, suitable, desirable, or proper for the furtherance, accomplishment, fostering, or attainment of any or all of the objectives for which the <<Chapter or Section Name>> is organized, and to aid and assist other organizations whose objectives are such as to further accomplish, foster, or attain any of such objectives.

## ARTICLE II Membership

1. Any individual who is a member in good standing of the Society of Wetland Scientists with interest in the <<Chapter or Section Name>> and furtherance of its objectives shall be eligible to join the <<Chapter or Section>>. Individual members shall receive all membership benefits and are eligible to vote.
2. As used in the Bylaws and Standing Rules, the term "member in good standing" means a member whose dues are paid.

## ARTICLE III <<Chapter or Section>> Objectives

## ARTICLE IV Officers and Board of Directors

1. The Officers of the <<Chapter or Section>> shall be President, President-Elect, Immediate Past President, Secretary-General, and Treasurer elected by the members. These five officers constitute the Executive Board of the <<Chapter or Section>> who shall have the authority to meet in closed session. **[NOTE: CHAPTERS AND SECTIONS MAY CHOOSE TO HAVE FEWER OFFICERS AND MAY CHOOSE TO HAVE A CHAIR RATHER THAN A PRESIDENT. CHAPTERS/SECTIONS SHOULD ADJUST BYLAWS AND STANDING RULES ACCORDINGLY.]**
2. Only Active Members in good standing shall be eligible for nomination for an elected office.
- 3.

- a. The President shall serve for a term of <<Usually 1 – 3 years>> year(s) and upon the termination of that office shall immediately become Past President. The President may be re-elected for up to X consecutive terms.
- b. The Vice-President shall serve for a period of <<Usually 1 – 3 years>>. If the President leaves office prior to the completion of their term, the Vice-President shall assume the duties of the President.

**OR**

- c. The President-Elect shall serve for a period of <<Usually 1 – 3 years>> and shall automatically become President for the term following his or her term as President-Elect. If the President leaves office prior to the completion of their term, the President-Elect shall assume the duties of the President.
  - d. The Secretary-General and Treasurer shall each serve for a period of <<Usually 2 – 3 years>> years. The terms of office for the Secretary-General and Treasurer shall be staggered so that their election does not normally coincide during the same year. They may be re-elected for up to X consecutive terms.
  - e. If an officer other than the President cannot fulfill or complete the term of office, the Board of Directors is authorized to appoint a replacement until the next annual election is held. If any officer other than the President becomes temporarily unable to perform their duties, the Executive Board is authorized to appoint a temporary replacement until such time as they deem the original officer can return to their duties. If the President cannot fulfill or complete the term of office, either temporarily or permanently, then the <<Vice President OR President Elect>> assumes the duties of the President (either temporarily or permanently, as the case may be).
  - f. If no eligible person is nominated (by self or others) for any of the offices listed above, then the standing officer may continue to serve in the same position in excess of the term limits mentioned above.
1. The Board of Directors shall consist of the Executive Board and the Chairs of any Standing Committees. Any number of Directors attending a called meeting of the Board of Directors constitutes a quorum. The Board of Directors is authorized to conduct business and hold meetings at its discretion. All members of the Board of Directors shall be members in good standing. The Board of Directors may conduct business or hold meetings electronically or using conference telephone equipment or any other technology that allows everyone to exchange ideas.

## ARTICLE V

### Meeting and Voting

1. The <<Chapter or Section>> shall meet <<number of times a year>> to discuss issues of interest to the <<Chapter or Section>>.
2. **FOR CHAPTERS:** The <<Chapter>> shall strive to hold a Chapter Meeting each year, which



will include a business meeting, in accordance with Section XX of the Standing Rules. After notifying all of the members, the <<Chapter>> Board of Directors may cancel a Chapter Meeting or change the meeting location. If the international SWS Annual Meeting or the Chapter Meeting is canceled, the Board of Directors may choose to schedule a Special Chapter Meeting or hold the business meeting during the international SWS Annual Meeting. If a meeting is canceled, the Board of Directors shall schedule the next meeting and place agreed upon by the Board.

3. A quorum for the transaction of official business of the <<Chapter or Section>> shall consist of XXXXX of voting members present.
4. The Secretary-General shall certify the voting eligibility of members.
5. The <<Chapter or Section>> Board of Directors and the membership may vote for officers, Bylaw, and Standing Rule amendments by mail or electronically. Voting results shall be announced electronically.

#### ARTICLE VI Adoption of Standing Rules

1. The <<Chapter or Section>> Board of Directors is authorized to adopt and amend Standing Rules necessary for the conduct of <<Chapter or Section>> business by a majority vote.
2. The Standing Rules must include, but shall not be limited to the following:
  - a. Matters pertaining to <<Chapter or Section>> finances.
  - b. Prescribed duties of <<Chapter or Section>> officers.
  - c. Provisions for the establishment, duties, and method of selection of standing committees and other committees necessary to conduct the business of the <<Chapter or Section>>.
  - d. Authorization for publications of the <<Chapter or Section>> for the furtherance of its objectives.

#### ARTICLE VII Amendment of Bylaws

1. The Bylaws may be amended by a two-thirds vote of the members in good standing who attend a <<Chapter or Section>> business meeting or respond to an electronic vote as authorized by the <<Chapter or Section>> Board of Directors. Proposals for amendments may be generated in the following ways:

- a. Recommendation of a majority of the voting members of the <<Chapter or Section>> Board of Directors.
  - b. Petitions signed by not fewer than <<number>> of the <<Chapter or Section>> membership that are eligible to vote and presented to the President at least thirty days prior to the next business meeting. The Secretary-General shall determine if the signatories are members in good standing within 30 days of receipt. The petition will be presented for a vote at the next business meeting.
2. The international SWS Board of Directors is authorized to take whatever steps may be necessary, including amendments to the <<Chapter or Section>> Bylaws and Standing Rules, to obtain and retain tax-exempt status under Section 501(c)(3) of the Internal Revenue Code.

## ARTICLE VIII

### Dissolution of the <<Chapter or Section>>

1. If the international SWS is dissolved, the <<Chapter or Section>> is also dissolved and all net assets will be distributed to a similar organization exempt under Section 501(c)(3) of the Internal Revenue Code. Designation of the organization(s) to receive said assets will be at the discretion of the international SWS Board of Directors.
2. A <<Chapter or Section>> may be dissolved by a two-thirds vote of the international SWS Board of Directors. Such an action may be based upon the <<Chapter or Section>> having taken action contrary to or otherwise have failed to comply with its own Bylaws and Standing Rules or Bylaws and Standing Rules of the Society; failed to hold specific meetings; or otherwise failed to function as an active, effective arm of the Society. Upon dissolution of a <<Chapter or Section>>, the records of that <<Chapter or Section>> shall revert to the international SWS for disposal in the best interests of the former members of <<Chapter or Section>>, or of the international SWS, as decided by the Board of Directors. All <<Chapter or Section>> assets will revert to the international SWS, with a request that said assets be held for a period of not more than five years from the date of dissolution of the <<Chapter or Section>>, for distribution to another Chapter that may be established in approximately the same geographic area, or another Section with a similar area of interest, within the said five-year period. If another Chapter or Section is not established in the said area, or with a similar area of interest, within the 5-year period of time, the international Society of Wetland Scientists parent organization may distribute all assets, accrued income, and other properties in the best interests of the former members of the <<Chapter or Section>>, or the international SWS, as decided by the international SWS Board of Directors.
3. In order to provide effective maintenance of a <<Chapter or Section>>, the international SWS Board of Directors shall have the power to reorganize chapter boundaries, rename

<<Chapter or Section>>, remove <<Chapter or Section>> officers, or alter any other <<Chapter or Section>> structural or functional aspect in order to provide for the viability of the <<Chapter or Section>> or to maintain fiscal or legal requirements of the international Society. All such actions shall require a two-thirds vote of the international SWS Board of Directors. The international SWS Board shall consult with the affected chapter prior to changing chapter boundaries.

#### ARTICLE IX Society Representation

No member of the Society will represent the Society without the prior approval of the international SWS Board of Directors, nor represent the <<Chapter or Section>> without prior approval of the <<Chapter or Section>> Executive Board.

## **Standing Rules of The <<CHAPTER OR SECTION>> of the Society of Wetland Scientists, Inc. (<<Revised Date>>)**

**NOTE: THIS STANDING RULES TEMPLATE IS PROVIDED TO ASSIST CHAPTERS AND SECTIONS IN DEVELOPING STANDING RULES APPROPRIATE TO THEIR OWN NEEDS. CHAPTERS AND SECTIONS SHOULD MODIFY ACCORDING TO THEIR OWN NEEDS. THIS TEMPLATE IS FOR EXAMPLE ONLY.**

The following rules are established to assist in conducting the business of the <<Chapter or Section>>.

**NOTE: CHAPTERS AND SECTIONS MAY CHOOSE TO HAVE FEWER OFFICERS, AND MAY CHOOSE TO HAVE A CHAIR RATHER THAN A PRESIDENT. CHAPTERS/SECTIONS SHOULD ADJUST BYLAWS AND STANDING RULES ACCORDINGLY.**

### **Section 1. Duties of the President**

The President of the <<Chapter or Section>> shall be responsible for conducting the <<Chapter or Section>> business, including the day-to-day direction of all committees and representatives, establishing special committees required for the business of the and exercising such other responsibilities determined from time to time by action of the <<Chapter or Section>> or its Board of Directors. The President shall preside at all meetings of the <<Chapter or Section>> and shall serve as the Chairman of the Board of Directors.

The President shall strive to attend:

- the Annual Meeting of the international Society of Wetland Scientists, including the Board of Directors meeting, which generally occurs the day before the start of the Annual Meeting
- the Board of Directors Fall Budget Conference call, and
- the Mid-year Board of Directors Conference Call of the Society,
- as well as participate in other Society meetings as appropriate.

Should the President be unable to attend the meetings noted above, he or she shall appoint another Executive Board member to attend the meeting on behalf of the <<Chapter or Section>>. The President shall prepare and submit Chapter Reports as directed by international SWS.

The term of office shall be XXXXX and shall commence upon completion of the election process. Upon conclusion of that office, the President shall immediately become Past President.

### **Section 2. Duties of the Vice-President/President-Elect**

The duties of the Vice President or 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 Vice President/President-Elect shall also serve as a member of the Program (for Chapters) or Symposium (for Sections) Committee in order to serve as a liaison between the Board of Directors and the Program Committee/Symposium Committee for the <<Chapter or Section>> Annual Meeting/Symposium being planned that year.

The Vice-President/President-Elect shall serve as Parliamentarian at meetings when the Immediate Past President is not available and shall act as Archives Liaison to international Society of Wetland Scientists staff, ensuring that appropriate Chapter documents are archived.

### Section 3. Duties of the Secretary

The Secretary shall have the following responsibilities:

- Record and read minutes of the annual meeting of the <<Chapter or Section>> and all called meetings of the Board of Directors. Distribute minutes to Board members and to the webmaster; minutes shall be made available on the <<Chapter or Section>> page of the international Society of Wetland Scientists website ([www.sws.org](http://www.sws.org)).
- Request updated mailing list of <<Chapter or Section>> members from international Society of Wetland Scientists. Provide copies of membership lists to the Board of Directors when requested to do so.
- Certify eligibility of voting members.
- Direct all correspondence received to the appropriate board member as needed.
- Prepare and mail correspondence at the direction of Executive Board members.
- Maintain a file of correspondence and records of the <<Chapter or Section>> business. Annually transmit old correspondence and records to the SWS business office.
- Maintain and update copies of the Bylaws and Standing Rules; make updated copies available on the website with assistance from the 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.
- Serve as the Chairperson of the Membership Committee.
- Prepare and disburse information pertinent to increasing membership.
- Oversee development, procurement, and distribution of <<Chapter or Section>> stationary, brochures, postage, photocopying, and other items as needed or directed.

### Section 4. Duties of the Treasurer

- Administer the financial resources of the <<Chapter or Section>> in accordance with all applicable rules and requirements set by the International Society of Wetland Scientists and laws of local, state or federal governments.
- Pay all bills of the <<Chapter or Section>> as authorized by the President or the Board of Directors.

- Review the <<Chapter or Section>> monthly financial statements.
- Prepare annual budgets and statements as necessary, and present a report on the budget at the annual meeting of the <<Chapter or Section>>.

## Section 5. Duties of the Immediate Past President

- Chairs the Nominating Committee and Bylaws Committee.
- Performs the duties of the President if both the President and Vice President/President-Elect are unable to act.
- Responsible for updating and maintaining the Bylaws and Standing Rules.
- Serve as Parliamentarian at meetings.
- Shall remain a voting member of the Board while Past President.

## Section 6. Salaries, Expenses, and Authority to Commit Funds

- Officers and Directors of the <<Chapter or Section>> shall not receive any salary or clerical or other expenses unless approved by the Board of Directors in advance.
- International SWS encourages <<Chapter or Section>> to provide funds for the President of <<Chapter or Section>> to attend International SWS Annual Meeting, and to this end, a travel expense line item shall be incorporated into the annual budget as approved each fiscal year.
- The Board of Directors should review and authorize any single expenditure that has financial consequences for the chapter in amounts greater than \$XXX.
- The President of the <<Chapter or Section>> shall review and sign any contract that involves legal exposure or has financial consequences for the <<Chapter or Section>>. For Chapter or Section expenditures, single commitments with financial consequences greater than 100% of a Chapter's or Section's assets also require the international SWS President's signature.

## Section 7. Dues and Fees

- Dues for membership in the <<Chapter or Section>> will be paid to the international SWS, and will be transferred to the <<Chapter or Section>> as per the Standing Rules of the international SWS.
- Ten (\$10) dollars of dues received from each member will be allotted annually to the <<Chapter or Section>> to which each member is affiliated. Members may choose to become affiliated with more than one <<Chapter or Section>> at a cost of five (\$5) dollars for each additional <<Chapter or Section>>. Additional Chapter and Section dues will be allocated directly to the Chapter or Section account. Additional requests for funds by Chapters or Sections must be submitted to the SWS Board with written justification no later than three months prior to a meeting of the SWS 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 <<Chapter or Section>>.

## Section 8. Standing Committees

**NOTE: CHAPTERS AND SECTIONS MAY CHOOSE TO HAVE FEWER, MORE, OR DIFFERENT STANDING COMMITTEES THAN THOSE LISTED BELOW. HOWEVER, AS AT A MINIMUM, IT IS RECOMMENDED THAT CHAPTERS AND POSSIBLY SECTIONS SHOULD HAVE BYLAWS, NOMINATIONS AND WAYS & MEANS COMMITTEES. THE LIST BELOW IS A SUGGESTED LIST, NOT A REQUIRED LIST. CHAPTERS/SECTIONS SHOULD ADJUST BYLAWS AND STANDING RULES ACCORDINGLY.**

Standing committees shall assist the President and Board of Directors in the conduct of the affairs of the <<Chapter or Section>>. The Chairperson of each standing committee shall report at the <<Chapter or Section>> annual meeting and shall provide a written report to the <<Chapter or Section>> President and Archives Liaison (<<Chapter or Section>> Vice President/President Elect). The Chairs of the standing committees also shall provide any additional useful information or documents to the Archives Liaison.

New Standing Committee members (<<Chapter or Section>> 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 <<Chapter or Section>> annual meeting. The President will notify all committee members and Chairs of their appointments and will notify the SWS Staff so that all relevant documents, as well as the <<Chapter or Section>> website, can be updated. The President will charge each committee Chair with specific responsibilities after the <<Chapter or Section>> 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 <<Chapter or Section>>. 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 subcommittee responsibilities, membership size, and protocols and procedures. The Chair of each Standing Committee shall report at the Annual Meeting of the <<Chapter or Section>>.

- **Awards and Grants Committee:** This committee shall be responsible for developing and implementing a <<Chapter or Section>> awards program recognizing various categories of outstanding individual and organizational contributions to furthering the objectives of the <<Chapter or Section>> or advancing wetland science of relevance to <<Chapter or Section>> issues and wetlands. This committee will also work to develop and implement research and restoration grants for members in good standing in order to promote the objectives of the <<Chapter or Section>>. Student applications should be solicited actively and should be prioritized in the selection process.

- **Bylaws and Standing Rules Committee:** This committee serves as the <<Chapter or Section>>'s official authority regarding all matters pertaining to the organization's Bylaws and Standing Rules. This committee shall be responsible for ensuring that the Bylaws and Standing Rules are accurately maintained and updated in accordance with the international SWS's Bylaws. This committee shall consist of the Immediate Past President (chair), the President, and the Vice-President/President-Elect. If the Immediate Past President is not available, the President shall appoint a member in good standing, preferably one who has served as an officer of the Society of Wetland Scientists (regional Chapter, Section or international).
- **Communication/Publicity Committee:** This Committee shall be responsible for disseminating information regarding <<Chapter or Section>> activities and wetlands issues relevant to the <<Chapter or Section>>. This Committee will collaborate with the Membership Committee in order to increase the membership of the <<Chapter or Section>>. This Committee shall work collaboratively with the Education Committee and the Future <<Chapter or Section>> Meetings/Symposia Committee to publicize and communicate about <<Chapter or Section>> events and activities. Primary duties of this committee include updates to the <<Chapter or Section>> website, maintenance of social media, and chapter newsletter. Subcommittees may be formed within this committee.
- **Education Committee:** The Committee shall be responsible for developing a program of events, field trips, workshops, and lectures that will enhance the value of <<Chapter or Section>> membership. This committee will collaborate with the Communication/Publicity Committee with regard to the publication of announcements of the activities referenced above. They will also collaborate with the Membership Committee to use education events to promote membership. The Education Committee will work with SWS student chapters and wetlands college programs in <<Chapter or Section>> to promote interest in wetlands and SWS student membership among <<Chapter or Section>> students. Subcommittees may be formed within this committee.
- a. **Future <<Chapter or Section>> Meetings/Symposia Committee:** This committee plans future <<Chapter or Section>> Annual Meetings or Symposia. This committee shall be Chaired by the Vice President/President Elect and should include at least 3 members in good standing, often including members of the <<Chapter or Section>> Executive Board. The Committee shall be responsible for developing the theme, programming and venue for the Chapter Annual Meeting/Section Symposia and shall work collaboratively with international SWS Staff to coordinate logistical arrangements (registration, publicity, etc.). This committee shall work collaboratively with Communication/Publicity Committee and SWS Staff to publicize the Chapter Annual Meeting/Section Symposia. Subcommittees may be formed within this committee.
- b. **Membership Committee:** The Committee shall be responsible for maintaining and increasing the membership of the <<Chapter or Section>>, and shall take appropriate measures to attract new members. The Committee shall consist of the Secretary, who shall be Chairperson, and at least two other members. This Committee will collaborate with the Communication/Publicity Committee and Education Committee.



- **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 or Section>> members in good standing who are not currently serving on the Executive Board, but who have been active in the <<Chapter or Section>> recently.
- **Ways and Means Committee:** The committee shall be responsible for matters relating to the financial growth of the <<Chapter or Section>>: 1) outreach and liaison between the <<Chapter or Section>> and private and public organizations and individuals interested in providing financial gifts or endowments to further the educational, <<Chapter or Section>>charitable, and scientific objectives of the <<Chapter or Section>>; 2) proposing and conducting capital campaigns for the <<Chapter or Section>>; and 3) reviewing and providing oversight of contracts for major activities of the <<Chapter or Section>>.

## Section 9. Special Committees

Special Committees composed of <<Chapter or Section>> members in good standing shall be appointed by the <<Chapter or Section>> President in consultation with the <<Chapter or Section>> Board of Directors at any time for a period of two (2) calendar years from the date of the appointment unless reauthorized by the vote of the <<Chapter or Section>> Board. Special Committees are appointed to assist the President and the Board of Directors with developing information, services, or programs, which are generally short-term and of a non-recurring nature. The Committee(s) shall report to the <<Chapter or Section>> Board of Directors and the membership at the annual meeting.

## Section 10. Order of Business

The agenda for a business session for an annual meeting of the <<Chapter or Section>> 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 11. Availability of Bylaws and Standing Rules

The Bylaws and Standing Rules of the <<Chapter or Section>> will be available from the Bylaws Committee upon request of any <<Chapter or Section>> member and shall be made available on the international Society of Wetland Scientists <<Chapter or Section>> website page as well.

## **Section 12. Rules of Order**

The <<Chapter or Section>> will adopt Robert's Rules of Order. Additions for clarification will be identified in the international SWS Leadership Manual. The <<Chapter or Section>> Immediate Past President shall serve as Parliamentarian.

# **APPENDIX IV – FINANCIALS**



## SWS Financials

Prepared by Julia A. Cherry, Treasurer

May 31, 2018

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**Goals:** To provide information about policies for tracking and reporting SWS finances; to help incoming Board members and Chapter & Section treasurers interpret financial reports and manage funds

**Consolidation History:** In 2012, the Society had its regularly scheduled, independently conducted financial audit, which in that case also served as a baseline evaluation following the business office transition from Burke to AMPED. This audit concluded that the financial statements fairly presented the Society's financial position but that the use of multiple chapter checking accounts instead of one centralized account put the Society at risk and was a poor practice. Based on the recommendation of the auditors, the Society decided to consolidate all checking accounts to meet industry standards for fiduciary responsibility and oversight, reduce liability, and protect our non-profit tax status. The justification for this change was addressed at both the Executive Board and the full Board of Directors (BOD) meetings during the 2012 annual meeting in Orlando, FL, after which all bank accounts were consolidated into one BMO Harris bank account. Consolidation also included the closing of chapter CDs, the money from which was moved to the new Society bank account. At that time, AMPED began keeping records of chapter-specific revenue and expenses that affected the consolidated chapter checking account.

Since consolidation, the BOD re-evaluated this practice in light of some logistical issues faced by the international Chapters trying to utilize US dollars in US banks to conduct their business locally. To address this issue, the BOD voted to allow international Chapters, upon request, to open local checking accounts with which to fund official chapter business. To protect the Society's non-profit status and ensure proper oversight, SWS auditors recommended that international Chapters with their own chapter checking accounts be required to submit monthly financial reports. The adopted guidelines are as follows:

Staff sends monthly chapter checking reports to the SWS Treasurer and section/chapter by the 10<sup>th</sup> of each month.

Reports will include a PDF copy of the monthly bank statement, even if there has been no activity since the previous report.

If chapters fail to submit reports, SWS will withhold their annual membership disbursement until all monthly reports have been submitted.

**Multiple Accounts:** One consequence of account consolidation was that the Society's funds were over the FDIC insured limit of \$250,000 for a single account. In 2013, the Ways and Means Committee recommended, and the EB approved, opening another account with Town Bank through their MaxSafe Program to avoid this risk. The MaxSafe Program allows SWS to have a single account in which funds are then divided among separate money market accounts. This approach allowed SWS to keep all checking account funds accessible (liquid) and to maintain each money market account under the FDIC-insured limit

while simultaneously generating more interest than traditional checking accounts would. As a result, SWS has a traditional checking account and an account with Town Bank's MaxSafe Program.

**Investment Policy:** Beginning in 2013, the Ways and Means Committee was charged with drafting an investment policy to guide all investments for the Society. The committee began by investigating strategies employed by other societies and then worked with AMPED to draft an investment policy that was presented to the full BOD in Duluth, MN, for a vote. This policy described three portfolios – the SWS Main portfolio, the Grants and Awards portfolio, and the Chapter portfolio. This document also addressed the types of funds the Society characterized as acceptable. The policy states: "In keeping with its mission, SWS prefers to invest a portion of its portfolio in socially responsible companies. In an attempt to avoid investing in companies whose activities are contrary to its mission, SWS will consider environmental responsibility, along with potential yield, appreciation, and risk, when making investment decisions. Specific goals for socially responsible investing will be determined by the Board of Directors in consultation with SWS investment managers." This policy was approved by the BOD in June 2013.

Once the investment policy was approved, AMPED sent out an RFP to investment advisors/managers and received two proposals, one from Baird and the other from Town Bank / Wintrust. The Ways and Means Committee was charged with evaluating these proposals and recommending an investment company. After several conference calls and follow-up questions with representatives from both groups, the committee recommended that the Society go with Wintrust, and the EB agreed. Wintrust was provided with a copy of our investment policy and developed an investment strategy accordingly. In 2014, the EB met with representatives from Wintrust during the mid-year meeting and signed the paperwork for them to initiate investments per our investment policy. Representatives from Wintrust were also present via conference call during the 2014 full BOD meeting in Portland, OR, at which time they discussed their investment strategy for our funds and fielded questions from Board members.

The Ways and Means Committee proposed language guiding the use of investment funds, which was adopted when the Leadership Manual and Standing Rules were updated during the 2015 mid-year meeting.

In 2017, the Ways and Means Committee revisited the Investment Policy with the aim of increasing revenues for the SWS annual operating budget and adjusting the allocations so that Chapters and Sections have options for investing their funds. After a thorough review of the existing policy and discussions with our investment advisor, the Committee proposed an update to the investment policy, which included:

1. Creation of new categories and distributions of asset allocations within the SWS Main Portfolio, with the goal of having an annual total return of 5% or more over the long-term; allowing an annual disbursement to help defray SWS operating expenses; and allowing long-term growth in the endowment.
2. Reallocation of the Grants and Awards assets (among similar categories to those for the Main portfolio) to allow an annual disbursement to help defray Grants and Awards Committee expenses.
3. Creation of investment options for Chapters and Sections. Individual chapters and sections can now select among three allocation options to remain for three-year increments, after which they have the option to select among all options for another three-year period.
4. Addition of "Disbursement Policy" and "Financial Management Plan Review" sections.

This new, more comprehensive “Financial Management Plan” was approved by the BOD at the 2017-2018 mid-year meeting. It is to be implemented over the course of 2018.

**SWS Financial Documents:** SWS financial reports are prepared on a monthly basis by AMPED staff and reviewed by the Treasurer. The primary documents comprising these financial reports include the Balance Sheet, the Profit & Loss (P&L) vs. Budget spreadsheet, the monthly Wintrust investment statements, and the Chapters’ (and eventually, include the Sections’ too) financials spreadsheet. As of May 2015, the Balance Sheet and P&L vs. Budget are presented for approval to the EB quarterly and to the full BOD during mid-year and annual meetings. Chapter financials, which are reflected in the Balance Sheet and P&L vs. Budget documents, are detailed in an internally maintained Excel spreadsheet that is provided to Chapter Presidents and Treasurers on a monthly basis. Every three years, all of these financial records are audited by an independent CPA.

**Accessing Funds:** There are three primary mechanisms by which funds can be used for official SWS activities and initiatives. These include (1) payments handled by MCI via SWS credit card or check (e.g., purchasing supplies, airfare, etc.), (2) cash advances (e.g., petty cash for chapter meetings); and (3) reimbursement of out-of-pocket expenses. The Treasurer and MCI staff work with representatives from Chapters, Sections, and Committees to access and document the use of SWS funds. Contact the SWS Business Office and SWS Treasurer for requests or more information.

\*Examples of standard SWS financial documents are provided in the following pages.

5/28/2018 14:29

Society of Wetland Scientists  
P&L vs Budget through April 30, 2018

	<u>Apr 2018</u>	<u>YTD 4/30/18</u>	<u>4/30/18 YTD Budget</u>	<u>2018 Variance Act. to Budget</u>	<u>2018 Total Budget</u>	<u>4/30/17 YTD Actual</u>
Annual Meeting-Chap/Sect	\$1,500.00	\$1,500.00	\$3,150.00	(\$1,650.00)	\$17,600.00	\$3,011.96
Annual Meeting	\$5,633.24	\$26,135.50	\$74,000.00	(\$47,864.50)	\$246,920.38	\$75,794.77
Chapter Outreach <small>EB (or rep) liaison with chapters</small>	\$0.00	\$0.00	\$2,000.00	(\$2,000.00)	\$8,000.00	\$1,557.91
EB and Staff Travel	\$0.00	\$4,260.62	\$9,500.00	(\$5,239.38)	\$17,000.00	\$8,736.89
General Meetings-Chapter/Secti	\$4,110.00	\$4,955.61	\$14,000.00	(\$9,044.39)	\$40,115.00	\$16,615.05
General Meetings	\$0.00	\$0.00	\$375.00	(\$375.00)	\$1,500.00	\$0.00
Total Meeting Expense	\$11,243.24	\$36,851.73	\$103,025.00	(\$66,173.27)	\$331,135.38	\$105,716.58
Merchant Fees <small>fees generated when members purchase using credit cards</small>	\$1,897.85	\$7,446.96	\$9,000.00	(\$1,553.04)	\$11,500.00	\$7,168.38
Merchant Fees-Annual Meeting	\$0.00	\$0.00	\$0.00	\$0.00	\$4,001.63	\$0.00
Postage/Shipping	\$17.65	\$843.70	\$600.00	\$243.70	\$1,800.00	\$776.18
Printing and Production	\$52.95	\$329.05	\$1,740.00	(\$1,410.95)	\$5,200.00	\$3,011.84
Professional Services						
Audit Expense <small>Wegner CPAs</small>	\$0.00	\$0.00	\$0.00	\$0.00	\$8,500.00	\$0.00
Consulting Fees <small>AMPED</small>	\$20,249.36	\$80,997.44	\$80,997.44	\$0.00	\$242,992.32	\$77,882.12
Other Professional Fees	\$0.00	\$0.00	\$75.00	(\$75.00)	\$300.00	\$0.00
Legal Fees	\$0.00	\$0.00	\$625.00	(\$625.00)	\$2,500.00	\$3,069.00
Total Professional Svcs	\$20,249.36	\$80,997.44	\$81,697.44	(\$700.00)	\$254,292.32	\$80,951.12
Publications						
WSP <small>electronic + editor travel to AM</small>	\$39.00	\$156.00	\$165.00	(\$9.00)	\$1,700.00	\$156.00
Journal <small>Springer + editor travel to AM</small>	\$4,056.00	\$4,056.00	\$5,000.00	(\$944.00)	\$8,000.00	\$4,272.00
Journal Editor Fees <small>Wetlands: editor's stipend</small>	\$0.00	\$25,000.00	\$25,000.00	\$0.00	\$25,000.00	\$25,000.00
Storage-Back Issues <small>non-digitized copies</small>	\$38.62	\$77.24	\$78.00	(\$0.76)	\$155.00	\$77.24
Travel	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Publications	\$4,133.62	\$29,289.24	\$30,243.00	(\$953.76)	\$34,855.00	\$29,505.24
Student Mentoring Prog Exp <small>NSF-sponsored</small>	\$2,492.09	\$7,077.37	\$9,000.00	(\$1,922.63)	\$25,000.00	\$8,616.51
Supplies	\$70.90	\$265.25	\$400.00	(\$134.75)	\$1,200.00	\$245.24
Telephone	\$733.29	\$1,916.27	\$2,100.00	(\$183.73)	\$6,300.00	\$1,993.00
Travel <small>misc to cover travel not allocated elsewhere</small>	\$0.00	\$0.00	\$1,500.00	(\$1,500.00)	\$3,000.00	\$417.51
Website	\$782.47	\$2,182.47	\$1,665.00	\$517.47	\$6,440.00	\$527.51

5/28/2018 14:29

Society of Wetland Scientists  
P&L vs Budget through April 30, 2018

	<u>Apr 2018</u>	<u>YTD 4/30/18</u>	<u>4/30/18 YTD Budget</u>	<u>2018 Variance Act. to Budget</u>	<u>2018 Total Budget</u>	<u>4/30/17 YTD Actual</u>
Total Expense <small>sum of all expense line items</small>	\$54,837.96	\$191,820.04	\$282,145.44	(\$90,325.40)	\$782,824.33	\$264,907.66
Net Ordinary Income <small>total revenue minus total expense</small>	\$68,159.13	\$293,398.95	\$181,890.90	\$111,508.05	(\$103,405.99)	\$186,657.69
Unrealized Gain/(Loss) <small>changes in value for all Wintrust investment accounts</small>	(\$7,741.58)	(\$2,901.70)	\$0.00	(\$2,901.70)	\$0.00	\$54,486.12
Net Income <small>net ordinary income plus or minus unrealized gains or losses</small>	<u>\$60,417.55</u>	<u>\$290,497.25</u>	<u>\$181,890.90</u>	<u>\$108,606.35</u>	<u>(\$103,405.99)</u>	<u>\$241,143.81</u>



Sample Budget Development Timeline (fiscal years are calendar years):

Early August	Request Board of Directors and Chapter Treasurers to submit a budget for the next fiscal year. Committee Chairs should include an itemized budget for funding on-going and new activities / initiatives
September 1	Deadline for SWS Board of Directors and Chapter budgets due to SWS Staff 1st week in Sep SWS Staff send draft budgets to SWS Treasurer and SWS President for initial comment/input (including SWS Annual Meeting budget)
Second week of September	SWS Staff send a revised draft budget to the SWS Executive Board
Third week of September	Comments due from SWS Executive Board
First week in October	Revised draft budget to the SWS Board of Directors
Third week in October	Comments due from SWS Board of Directors
Fourth week in October	SWS Executive Board discusses budget and requested changes from SWS Board of Directors
First week in November	Draft budget to SWS Board of Directors in Board Packet (along with a cover letter describing key points and any necessary justifications/explanations)
Mid-November	SWS Board of Director's conference call to discuss and approve the final budget
First week in December	Send final approved budget to SWS Board of Directors and Chapter Treasurers.

# **APPENDIX V – CHAPTER AND SECTIONS BYLAWS**

All current approved SWS Chapter and Section bylaws are included in a separate document: “SWS Chapter and Section Bylaws”.