



St Antony's
International
Review



Annual Report 2007



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Our Aims and Scope



St Antony's International Review (STAIR) is a peer-reviewed, academic journal established by graduate members of St Antony's College at the University of Oxford. It is published bi-annually and features articles on international affairs. The central aim of *STAIR* is to reflect the cross-disciplinary dialogue on global issues of contemporary relevance that is a unique feature of life at St Antony's. In recreating the College ethos of open, accessible and engaged debate, *STAIR* seeks to develop a forum in which emerging scholars can publish their work alongside established academics and policymakers.

This journal draws on the strengths of St Antony's College in international relations and area studies to provide a lively forum for debate on the major global issues in today's world. It brings together younger and more established experts to present to the reader in an accessible manner the fruit of cutting-edge scholarship

— Avi Shlaim, Professor of International Relations, Alistair Buchan Reader and Professorial Fellow, St Antony's College.

An important and timely initiative stemming from an Oxford College that excels at the study of international relations

— Rosemary Foot, Professor of International Relations and John Swire Senior Research Fellow, University of Oxford.

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Review of the Year

Publications and Sales

During the academic year *STAIR* successfully published two editions, one focused on the theme of ‘Democratisation’ (Vol. 2, No. 2) and the other examined ‘The Internet: Power and Governance in a Digitised World’ (Vol. 3, No. 1). Both editions attracted high profile contributors and were well received.

The ‘Democratisation’ issue included both empirical and normative discussions of the ‘fourth wave’ of democratisation in the former communist countries of Eurasia, and also US democratisation projects in Afghanistan and Iraq. The issue featured articles by prominent scholars in the field of democratisation studies such as Professor Alfred Stepan of Columbia University, who wrote on democratic policing practices, building on his earlier work on democracy with Juan Linz. An innovative piece by Professor Richard Anderson of UCLA presented a discursive theory of democratisation which applied the lessons of the war-time occupation of Italy, Germany and Japan to Iraq. The issue also included the work of emerging scholars from Oxford, such as Hélène Gandois, who contributed a feature article on regional organisations and democratisation in Africa. In addition to an expanded book reviews section, the edition also included an interview with Ibrahim Al-Jaafari, the first elected prime minister of Iraq after the fall of Saddam Hussein.



The ‘Internet’ issue features a range of articles discussing how to understand the dynamics of power and governance in a digitised era.

The edition was derived from papers presented at a conference organised by *STAIR* and the Oxford Internet Institute (OII) on December 6, 2006 at St Antony’s College. The keynote speech was delivered by Professor James Der Derian of Brown University and was reproduced in the issue. Other articles by scholars and graduate students addressed important sub-themes including: the relationship between transnational terrorism and digital media, the role of the Internet in authoritarian regimes, Internet governance, and new trends in journalism. Also included was an interview with Steve Herrmann, Editor of BBC News Interactive.

In respect to sales, the ‘Democratisation’ issue has so far sold 167 copies. In addition, sales of the Vol. 2, No. 1 edition on the

theme 'The International Politics of Oil' continued to be healthy. One important agreement involved the sale of 140 copies to an energy security conference organised by Chatham House in London. Within ten months, the 'Oil' issue has sold all 500 copies of its first print run. Figures for the 'Internet' issue are outstanding at the time of going to press.

Events

In keeping with previous years, *STAIR* hosted three high profile events, attracting between 100-150 people. The events represented significant opportunities to promote the *Review* while also further contribute to the academic life and community of St Antony's.



On October 19, 2006, *STAIR* hosted a special event at St Antony's entitled 'Kyoto and Beyond: Managing the Global Climate Crisis' to discuss the status of the Kyoto compliance regime and the prospects for international negotiations beyond 2012. The panel featured presentations from two leading experts: Dr Cameron Hepburn (James Martin Fellow in Climate Policy and Elizabeth Wordsworth JRF in Economics, St Hugh's College) and Dr Benito Müller (Senior Research Fellow, Oxford Institute for Energy Studies).



As already mentioned, in December 2006, *STAIR* and the OII successfully hosted a one-day conference on 'The Internet: Power and Governance in a Digitised World'. The event attracted a diverse range of presenters, including established and younger academics, to debate the nature of power and governance in the Internet age, including Professor Jonathan Zittrain of the OII and Harvard Law School and Dr William Drake of the Graduate Institute of International Studies at Geneva. Conference attendees included representatives



from other universities, security agencies, and the international media.

Above: Professor Joseph Nye and Professor Sir Adam Roberts speaking at the 'Democratisation' issue launch at the Department for Politics and International Relations. A drinks reception followed.

On February 12, 2007, *STAIR*, in collaboration with the Alistair Buchan Club, successfully launched the 'Democratisation' issue. At an event at the Department of Politics and International Relations (DPIR). *STAIR* invited Joseph Nye (Sultan of Oman Professor of International Relations at Harvard University and Visiting Professor in International Relations at the University of Oxford) to engage with Sir Adam Roberts

(Montague Burton Professor of International Relations and Fellow of Balliol College at the University of Oxford) on issues related to democracy and democratisation. The event attracted at least 150 people and was followed by a reception.

External Relations

The year saw the consolidation of *STAIR*'s existing relations with St Antony's College and the DPIR. The *Review* continued to be supported by the Development Office at St Antony's and was praised by incoming Warden Margaret MacMillan. The DPIR provided financial and administrative assistance in organising the launch event for the 'Democratisation' issue which was held at the Manor Road Building. The collaboration with the OII for the Internet conference was greatly appreciated by *STAIR* members, with the OII providing both intellectual inputs and technical support, such as webcasting.

Beyond the University, *STAIR* continued to deepen relations with Blackwell's. An Agreement of Understanding between *STAIR*, St Antony's College and Blackwell's was drafted. This Agreement featured commitments to expand the distribution of the *Review* to other national branches of Blackwell's, to sell the journal through Blackwell's Online, and to investigate potential advertising partnerships with major publishing houses. The results of this collaboration have already borne fruit with the Cambridge branch of Blackwell's (Heffer's) agreeing to stock the *Review*.

Organisational Structure

In many respects the year was one of expansion and reconfiguration for *STAIR*. The number of active members was 16, supported by a wider network of associated students. The number of non-St Antony's students becoming involved in the *Review* continued to increase, with new members joining from other graduate and undergraduate colleges. Notable new contributors included students from the Saïd Business School. Weekly general meetings remained the primary convening forum for all members, with the Editorial Committee gathering before or after the general meetings when necessary. The role of Secretary was eliminated, with the responsibilities transferred to the Managing Director.

The by-elections held in December 2006 were organised by former Managing Director Emily Paddon. Samantha O'Connell won the contest to be Managing Director. The annual elections for 2007-08 are scheduled for May 2007. The elections will see a number of changes, including at the levels of Editor and Managing

Director. One of the great organisational achievements of the year remains the continued involvement and commitment of former position holders to oversee the work of those who were newly elected.

The year featured continuous efforts to review the formalisation and delegation of tasks. Several important debates regarding sustainability issues were discussed in a weekly Bylaws Committee meeting, leading to a series of amendments which were voted on at the Annual General Meeting in May 2007. *STAIR* will, from this point forward, have two Editors for each issue, allowing for the sharing of responsibilities to facilitate successful production. See Appendix B for full details of the Bylaws.

Finally, in an important development, the *STAIR* website was completely re-designed by Diarmuid Torney to allow for greater functionality and ease of use. A new web and email hosting service was established in the process.

Financial Statement

For the period 23 May 2006 to 31 March 2007.

Income

For the first time, *STAIR* generated its income exclusively from sales during the reporting period. The overall income was £2495.91. Stable direct journal sales contributed the major portion with £1293.91. A positive development was the successful negotiation of bulk journal sales to academic and commercial institutions. Income from these sales amounted to £932.00 and offset the lack of grants, donations and St Antony's College Junior Common Room resources. Another success was the first sale of advertising space, generating £50.00. Income from subscriptions declined slightly to £220.00.

STAIR obtained a generous grant under the St Antony's College Academic Dividend Fund. These resources were project-bound to hosting the 'Internet' conference in December 2006 and did not affect *STAIR*'s general finances. Another grant, from the DPIR, directly funded the launch event for the 'Democratisation' issue.

Expenses

The major cost to the journal was the printing of the 'Oil' and the 'Democratisation' editions at a total of £2308.20. Printing costs per issue increased slightly to £1158.00 and £1150.20 respectively. Other expenses were incurred for PR activities. For instance, the printing of the Annual Report and promotional leaflets cost £230.34, whereas sales promotion and distribution activities, including the use of Paypal payment services, cost £102.99. An additional £10.92 was spent on registering *STAIR*'s own Internet domain. Together, the total expenses in the reporting period stand at £2652.45.

Outlook

STAIR incurred a loss of £156.54 during the reporting period. However, operations following the publication of the 'Oil' closed with a surplus of £523.96 when the 'Democratisation' issue was published. The current deficit is due to the sales of the latest issue having not yet reached full potential – direct sales yielded an average £647.91 so far, but bulk sales and subscription income stand at only £130.00 and £10.00, respectively.

While the current deficit highlights the vulnerable financial condition of *STAIR* and the need to develop subscription sales as a less volatile form of income, reserves were sufficient to ensure the publication of the ‘Internet’ issue. The current reporting period started with reserves of £2084.32, derived mainly from the profits from the Vol. 1, No. 1 issue and Vol. 2, No. 1 edition, as well as initial JCR grants. Less the loss of £156.54, *STAIR*’s reserves amount to £1927.78 in savings, cash, and College accounts.

Consolidated Balance Sheet

Income	
Sales	2495.91
Direct Sales	1293.91
Bulk Sales	932.00
Subscriptions	220.00
Advertising	50.00
Total Income	2495.91
Expenses	
Printing	2308.20
PR and Events (incl. Leaflets and Annual Report)	230.34
Sales and Distribution (incl. Paypal Fees)	102.99
Internet Domain Fees	10.92
Total Expenses	2652.45
Balance	
	-156.54

Future Objectives

Forthcoming Editions

The Editorial Committee has chosen the themes for the forthcoming issues to be published in the 2007-08 academic year. The Vol. 3, No. 2 edition will focus on 'Religion and World Order' and is scheduled for publication in late November 2007. The issue intends to examine how religion fosters both disintegration and community in international affairs. The Editorial Committee has widely advertised the call for papers, including approaching over 150 potential contributors. Final paper submissions are due by August 31, to be followed by a process of peer-reviewing. The Vol. 4, No. 1 issue, due for publication in May 2008, will concentrate on 'The Politics of Human Trafficking'. The edition intends to explore how researchers can examine the dynamics of human trafficking through attention to different sub-themes, including: agency and 'victimhood', the economics of trafficking, and the role of politics and policy-making.

In keeping with *STAIR*'s model for schedule production, it is expected that the Editorial Committee will select the theme for the Vol. 4, No. 2 edition during Michaelmas 2007.

Recruitment Targets

As *STAIR* has successfully developed, it has been able to recruit many talented, willing students to fill Executive positions and to make regular contributions at general meetings. The business of attracting new people remains a continuous objective, led by the Managing Director, and structured around the elections in Michaelmas and Trinity terms. It is a credit to the progress of the *Review* that students from other colleges are increasingly drawn to St Antony's to participate and even take Executive titles.

Notwithstanding these general recruitment efforts, it is worth highlighting a particular position which requires special talents, the role of Copy Editor. So far, *STAIR* has worked highly effectively with the persons who have occupied the Copy Editor position. It should not be assumed, however, that this situation will remain the same. For the non-native, the job of Copy Editor is difficult to adapt to quickly, a requirement at *STAIR*. It entails several distinguishing qualities, not simply an excellent command of language, but a good general knowledge, critical analysis skills to recognise inconsistencies, and diplomatic skills when communicating with writers. All these qualities are often put under pressure in meeting deadlines ahead of publication.

Since recruiting persons of this calibre amongst a limited student population is difficult, the Editorial Board and the Advisory Board may wish to consider outsourcing the role to a professional agency and establish a partnership. Such a move would require evaluation from a cost perspective, although this should not dominate the decision. The job of Copy Editor should not be underestimated; it is critical towards maintaining the professional and stylistic integrity of the *Review*.

Revenue and Awareness Targets

STAIR intends to continue to remain a financially sustainable enterprise with appropriate funds to support publications, promotional activities and other related academic initiatives. The ambitions of *STAIR* members are high and there are continuous discussions centred on how to maintain continuity. After publishing five issues, the *Review* finds itself at a key juncture. In order to enhance the awareness of *STAIR* internationally, to encourage citations of articles, to develop advertising linkages with institutions, and to build a durable subscriber network, additional funding must be found.

One solution which brings together these core priorities can be highlighted here: the use of Internet delivery methods. Few journals are taken seriously in the academic marketplace without an adequate online presence. *STAIR* representatives have already begun to research how the journal could adapt to the Internet and which models could be adopted. Initial meetings have been conducted with spokespersons from Ingenta, one of leading providers of technology services to the publishing world. The benefits of establishing such a partnership are significant and should be seriously considered. It would mean *STAIR* would be exposed to over 21,000 librarians across the world, as well subscription agents, abstracting and indexing services. There would be an initial capital investment, but through institutional subscriptions generated by such wide exposure, these costs could be recuperated in the medium-term. Again, the *Review* will work with institutions and funding bodies in Oxford and elsewhere who are willing to participate in these types of projects.

To conclude, *STAIR* has arguably gone beyond the expectations of many people in the last year, firmly embedding itself as the academic journal of international affairs at the University of Oxford. The innovative features of the *Review* combined with a successful legacy helps to generate student energies which, in turn, are channelled into new publications and projects. *STAIR* represents the interests of many actors: the St Antony's network at large, the DPIR, as well as wider academic and policymaking communities. The *Review* always remains open to new ideas and people and we hope you will continue to support our endeavours.

Annex A: Organisational Structure

Editors	Roham Alvandi, Anna Hakala
Managing Director	Samantha O'Connell
Associate Editors	Saif Rahman, Saheel Shah, Taylor Owen
Book Reviews Editor	Kalin Ivanov
Treasurer	Gerwin Klaus
Copy Editor	Janice Hwang
Art Director	Jure Stojan
Webmaster	Diarmuid Torney

Editorial Committee

Jaffar Al-Rikabi, Alexander Betts, Ricardo Borges de Castro, Geoffrey Cameron, Matthew Eagleton-Pierce, Joanna Gorska, Janice Hwang, Nino Japaridze, Hilary Kalmbach, Mumtaz Lalani, Shachar Nativ, Lea-Friederike Neubert, Naysan Rafati, Anne Roemer-Mahler, Noa Schonmann, Rebecca Steinfeld, Alexander Stummvoll, Diarmuid Torney, Shefali Virkar, Leni Wild.

Special thanks to

Raad Alkadiri, Suzanne Bridson, Trevor Butler, Daniel Calvert, William Drake, William Dutton, Susan Farrell, Adam Guy, John Nelson, Duncan Newbury, Kalypso Nicolaïdis, Peter Robinson, Nadim Shehadi, Avi Shlaim, Chris Stamatakis, Helen Taylor, Niel Townsend, Emma Tracy, Lawrence Whitehead, Jack Yan, Jonathan Zittrain, the Department of Politics and International Relations at the University of Oxford, the Oxford Internet Institute, St Antony's College, and St Antony's College Junior Common Room.

Advisory Board

Professor Archie Brown, Dr Patricia Daley, Professor Rosemary Foot, Professor Timothy Garton Ash, Sir Marrack Goulding, Dr David Johnson, Professor Margaret MacMillan, Dr Hartmut Mayer, Dr Alex Pravda, Professor Avi Shlaim, Dr Steve Tsang



St Antony's International Review Bylaws

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PREAMBLE

We, the members of the St Antony's International Review (STAIR) strive

- to engender pioneering debate on contemporary and future issues of global relevance,
- to make a continuous and sustainable contribution to intellectual debates in international affairs,
- to crystallise the ethos of inter-disciplinary, creative and productive thinking inherent to St Antony's College
- to give a voice to cutting edge research and to provide graduate students with a tangible forum for intellectual discourse,
- to foster the practical education of graduate students in publicising new ideas,

And for these ends

- to base any effort on participation and to ensure the integration of as wide a variety of students as possible,
- to act by principle of consensus,
- to peer-review the publications,
- to publish themed, internally coherent issues consisting of academically rigorous articles that approach the set theme from a variety of angles.

These aims of STAIR shall be arrived at by way of collective effort.

ARTICLE I. NAME AND OBJECTIVES.

Section 1. The name of this organization shall be the St Antony's International Review, hereinafter referred to as "STAIR".

Section 2. St Antony's International Review is an international affairs journal established by graduate members of St Antony's College, University of Oxford. STAIR is a non-profit organization. The central aim of STAIR is to reflect the cross-disciplinary dialogue on global issues of contemporary relevance that is a unique feature of life at St Antony's. In recreating the College ethos of open, accessible and engaged debate, STAIR seeks to develop a forum in which emerging scholars can publish their work alongside established academics and policy-makers. By drawing on the wide range of disciplinary perspectives and intellectual resources of St Antony's, we are keen to further raise the international profile of the College and strengthen the link between alumni and current members. STAIR also hopes to become an important voice in current international affairs debates.

Section 3. All of STAIR's activities shall conform to these Bylaws.

ARTICLE II. STUDENT MEMBERSHIP.

Section 1. STAIR's student membership is comprised of all University of Oxford students that have attended at least three General Meetings and have not missed more than four out of the preceding eight meetings at any given time.

Section 2. Membership can be revoked by a majority vote of the Executive Committee under the exceptional condition that a Member has failed to act in agreement with STAIR's objectives or has jeopardized the academic and/or professional integrity of the journal. Members suspended under this clause may appeal their suspension in writing to the membership, who may then reinstate such membership by a two-thirds majority vote.

Section 3. All Members are required to actively participate in the administrative and editorial work and to read and comment on the submissions, abstracts and articles received by STAIR.

Section 4. No member shall receive any salary or other compensation for his or her contributions to the production and functioning of the journal.

ARTICLE III. MEETINGS AND VOTING.

Section 1. STAIR shall hold weekly General Meetings (GM) during term at a time and place designated by the Executive Committee. Special meetings may be called by the Editors with approval from a majority of the Executive Committee.

Section 2. The General Meeting constitutes the highest decision-making body of STAIR and is responsible for discussing and deciding on new themes for upcoming issues.

Section 3. All reporting and decision-making shall be conducted at the General Meetings. All Officers are accountable to Members at the General Meeting and need to seek their consent on matters of administrative or editorial importance. Members at the General Meeting are responsible for ensuring the academic and professional integrity of the journal and can overturn any decision of Officers or the Executive Committee by a majority of two thirds of Members present.

Section 4. A quorum is required for transaction of official business at weekly meetings and shall be comprised of one-third of STAIR's membership.

Section 5. Unless otherwise specified, meetings are conducted according to the latest edition of 'Robert's Rules of Order'.

Section 6. Decisions at meetings are taken by simple majority vote of the members. A two-thirds majority is required in special cases as designated by the Executive Committee or as required in other Articles of these Bylaws. Other less frequently used voting requirements are described in Robert's Rules of Order.

ARTICLE IV. DUTIES OF OFFICERS.

Section 1. STAIR's Officers shall consist of four Editors, a Managing Director, a Production Editor, a Sales and Marketing Officer, a Treasurer, a Public Relations Officer, a Copy Editor, and a Book Reviews Editor.

Section 2. The Editors shall:

- A. Serve on the Executive Committee.
- B. Strive to implement through their work the aims and ideas set out in the Preamble and in Article 1.
- C. Be in charge of the contents of the journal issue they were elected for under Article VIII, Section 2. This includes direct responsibility for solicitation and presentation to the General Meeting of abstracts and articles, for the peer-review and corrections process, as well as supervisory responsibility for book reviews, copy-editing and final proof-reading.
- D. Present to the General Meeting an outline for the production of the issue they took responsibility for no later than four weeks after being elected. This outline shall describe the editorial principles for the planned issue as derived

from the Preamble and Article 1; the structure of the issue; the proposed division of tasks between the two editors responsible for the issue and between them and other members of STAIR. It shall contain a proposed time-line for the solicitation and selection of abstracts and articles, peer-review and corrections process, copy-editing, final production and proof-reading. The outline must find the approval of a majority at the General Meeting or be amended and resubmitted until a majority is found.

- E. Represent, in cooperation with the Managing Director, STAIR to St Antony's College and all other relevant college and university boards and personnel.
- F. Conduct, in cooperation with the Managing Director, STAIR's official correspondence and report on STAIR's activities at the Annual General Meeting.
- G. Perform other duties and functions as are authorized by the Executive Committee or these Bylaws.
- H. Coordinate the peer review process for all articles submitted to STAIR for publication; the identity of peer reviewers is to be kept confidential by the two Editors in charge of an issue; for supervision the Managing Director shall be supplied with a list of the names and affiliations of the reviewers only but receive no information on who reviewed which article.
- I. Conduct appropriate correspondence on behalf of STAIR with the authors of all submissions, including notification of revisions, acceptance, and rejections.
- J. Make any final editorial decisions as are necessary in accordance with the objectives of STAIR as set forth in these Bylaws.
- K. Circulate all abstracts, articles and anonymised peer-review comments received by STAIR among the Membership and consider any comments received from members when recommending abstracts or articles.
- L. Compile a list of recommended abstracts for selection and present it to the General Meeting. This list must find majority approval at the General Meeting before any authors can be notified and articles requested. If the list of recommended abstracts fails to be approved at the General Meeting, it shall be amended and resubmitted until a majority is found.
- M. Following the peer-review, compile a list recommended articles for publication and present it to the General Meeting. This list must find majority approval at the General Meeting before any authors can be notified. If the list of recommended articles fails to be approved at the General Meeting, it shall be amended and resubmitted until a majority is found.
- N. Report regularly to the General Meeting with reference to the outline plan presented to the General Meeting before.

Section 3. The Managing Director shall:

- A. Serve on the Executive Committee.
- B. Serve as chairperson at the General Meetings. If the Managing Director is absent, Members at the General Meeting shall elect an ad-hoc chairperson by majority vote.
- C. Regularly update Members at the General Meeting on all matters of importance.
- D. Coordinate and supervise the activities of all Officers in order to ensure the academic and professional integrity of STAIR.
- E. Ensure the timely publication of all journal issues.
- F. Conduct STAIR's official correspondence in cooperation with the Editors.
- G. Ensure that adequate advice and assistance are available to the officers in the performance of their responsibilities as established in these Bylaws.
- H. Represent STAIR to St Antony's College and all other relevant college and university boards and personnel, including the Courts of the University and other University authorities, together with the Editors.
- I. Keep the official records of STAIR, including the minutes of each weekly meeting, all Executive Committee meetings, and the Annual General Meeting.

- J. Circulate to all Members, on a weekly basis, the agenda for the General Meeting. All Members can place items on the agenda by notifying the Managing Director in advance or at the General Meeting after all other agenda items have been addressed.
- K. Distribute to all members, on a weekly basis, a copy of the minutes of the preceding week's meeting.
- L. Annually update and distribute current copies of the Bylaws to the Officers, members, and Advisory Board by the end of Trinity Term.
- M. Keep full records of STAIR's membership.
- N. Endeavour to recruit new Members including suitable candidates for all Officer's positions.
- O. Maintain the email lists of STAIR.
- P. Maintain contact with the College's Development Office and be in charge of all relations with alumni.
- Q. Perform other duties and functions as are necessary and authorized by the Executive Committee.
- R. Serve as co-signatory for the journal's bank account.

Section 4. The Production Editor shall

- A. Serve on the Executive Committee.
- B. Be in charge of the technical production process of the journal.
- C. Take responsibility for standardizing the format of all accepted submissions to the journal, including any advertisements received, and preparing each issue to go to print in a timely fashion.
- D. Keep and maintain all software and templates necessary to produce each journal issue.
- E. Maintain the website of the journal.
- F. Liaise with the printing companies and ensure quality standards.
- G. Report all activity on an ongoing basis to the Managing Director and the two Editors in charge of the current issue in production.
- H. Report regularly to the Members at the General Meeting.

Section 5. The Sales and Marketing Officer shall

- A. Serve on the Executive Committee.
- B. Be responsible for sales, subscriptions, distribution, and all advertising that pertains to the journal.
- C. Keep a current database of all current and potential subscribers, keep current records of all active subscriptions and expired subscriptions for a period of two years, collect and keep records of all payments for subscriptions, and (re)evaluate the costs of all types of subscriptions and single copies in cooperation with the Treasurer.
- D. Guarantee that all subscriptions are mailed out in a timely fashion and searching for new institutions, organizations, and other parties that may be interested in subscribing to the journal.
- E. Maintain a database of all previous, current, and potential sources of advertising in the journal and conduct correspondence with such advertisers in accordance with the aims of the journal.
- F. Perform other duties and functions as are necessary and authorized by the Executive Committee.
- G. Report all activity on an ongoing basis to the Managing Director.
- H. Report regularly to the Members at the General Meeting.
- I. Serve as co-signatory for the journal's bank account.

Section 6. The Treasurer shall:

- A. Serve on the Executive Committee.
- B. Manage and be co-signatory for the journal's bank account and any other accounts necessary for conducting business. The Treasurer's consent is required for all operations on any accounts of STAIR.

- C. Keep proper records of STAIR's financial transactions in accordance with current accepted accounting rules and practices.
- D. Collect and be custodian of any fees or assessments authorized by these bylaws or funds and/or payments allotted to STAIR.
- E. Disburse funds only as authorized by either a majority vote of the membership or by at least one other member of the Executive Committee in accordance with STAIR's aims and in line with members' decisions.
- F. Ensure that all statutory returns are made including VAT, income tax and corporation tax if appropriate.
- G. Seek advice as necessary on tax matters from the University's Finance Division.
- H. Make all records and accounts available on request to the Executive Committee or any of its members.
- I. Supply financial reports to Members at the General Meeting once per term or when requested and prepare the annual Financial Report for the AGM.
- J. Coordinate a budget for expenses with the Executive Committee members and the Public Relations Officer.
- K. Supervise all expenses of STAIR and, if necessary, impose control on expenditure until a decision from Members can be obtained at the next General Meeting.
- L. Perform other duties and functions as are necessary and authorized by the Executive Committee.
- M. Report all activity on an ongoing basis to the Managing Director.
- N. Regularly report to Members at the General Meeting.

Section 7. None of the Officers or Members may expend STAIR's funds without prior consent from the Treasurer plus one other member of the Executive Committee. All Members are personally liable for funds dispersed without the prior consent of these Officers.

Section 8. The Public Relations Officer shall

- A. Be responsible for representing STAIR to the general public, including students, alumni, institutions, and other organisations.
- B. Organise the launch events and any other public events hosted by STAIR.
- C. Report all activities on an ongoing basis to the Managing Director and the Editors in charge of the issue related to particular PR activities.
- D. Report to Members at the General Meeting.

Section 9. The Copy Editor shall

- A. Ensure in close cooperation with the relevant Editors that the format of all articles for publication conforms to common spelling and typesetting rules and to STAIR's house style.
- B. Plan and coordinate the copy-editing process in close cooperation with the relevant Editors and the Production Editor.
- C. Keep record of the STAIR house style and document all decisions relating to questions not already addressed by the house style.
- D. Report all activity on an ongoing basis to the Editors of the issue in current production.
- E. Report to Members at the General Meeting.

Section 10. The Book Reviews Editor shall

- A. Be in charge, in close cooperation with the Editor's of the issue in current production, of the content of the book reviews section.
- B. Coordinate the solicitation and selection of book reviews.
- C. Circulate all book reviews received to all Members and consider any comments received in response.
- D. Compile a list of book reviews recommended for publication and present this list to Members at the General Meeting. This list must find majority approval at the General Meeting or be amended and re-submitted until a majority is found.

- E. Report to the Editors of the issue in current production.
- F. Report to Members at the General Meeting.

ARTICLE V. EXECUTIVE COMMITTEE.

Section 1. The Executive Committee shall consist of the four Editors, the Managing Director, the Treasurer, the Sales and Marketing Officer and the Production Editor.

Section 2. The Executive Committee is authorized to act on behalf of STAIR at all times in their elected capacities and in accordance with their duties as specified in Article IV. Other decisions can be taken by the Executive Committee instead of by Members at the General Meeting only if these decisions are too urgent to be referred to the next General Meeting.

Section 3. A quorum is required for transaction of official business at an Executive Committee meeting. A quorum for an Executive Committee meeting shall consist of five of the eight members.

Section 4. Each member of the Executive Committee shall have one vote on Executive Committee decisions. In the event of a tie in which the Executive Committee can conclude no friendly agreement, the decision will be put to a majority vote of the members at the next weekly meeting.

Section 5. The Executive Committee meets once per week during term time to prepare the General Meeting. When meetings are not possible during the breaks, the Executive Committee conducts business over the email list for the Executive Committee. Executive Committee meetings and the email list are open to all members and members of the Advisory Board. Members and members of Advisory Board may raise issues before the Executive Committee but may not vote on any issues.

Section 6. The Executive Committee shall submit to the full membership and Advisory Board at the first meeting of each term a report on the previous term's progress as well as guidelines for proceeding in the current term.

Section 7. Any decision of the Executive Committee may be overturned by a two-thirds majority vote of the membership, unless otherwise specified in these Bylaws.

Section 8. No member of the Executive Committee shall receive any salary or other compensation for his or her contributions to the production and functioning of the journal.

ARTICLE VI. SPECIAL TASKS AND ASSOCIATE EDITORS.

Section 1. Special tasks that are not covered by the duties of Officers can be assigned to individual members by a majority vote of Members at the General Meeting. No such assignment shall carry a title or be mentioned on the journal's credits page (online or print).

Section 2. The Executive Committee can nominate Members who are not Officers but have shown exceptional work commitment for the journal to be mentioned as 'Associate Editor' on the credit pages of the issue currently in production (online and print). Any such nomination can only be made two weeks before an issue scheduled to go to print and not at any earlier time. The nominated Members shall be credited as 'Associate Editors' if the nomination finds the approval of a majority of Members at the last General Meeting before an issue goes to print.

ARTICLE VII. ADVISORY BOARD.

Section 1. The Advisory Board shall consist of all invited faculty members of St Antony's College, University of Oxford, accepting the responsibilities set forth in Article VII, Section 2. Invitations can only be extended by a member of STAIR's Executive Committee with the approval of a majority of Members at the General Meeting.

Section 2. The Advisory Board shall

- A. Serve an advisory role to STAIR's Executive Committee on issues of importance raised by any of STAIR's members.
- B. Provide editorial assistance to STAIR's Editors when requested.
- C. Attend the Annual General Meeting.

ARTICLE VIII. ELECTIONS.

Section 1. Elections for the positions of Managing Director, Production Editor, Sales and Marketing Officer and Treasurer will take place in week four of Hilary Term each year. Nominations will be accepted at the last weekly meeting held prior to the date of the election that is also at least seven days before elections.

Section 2. Elections for the position of Editor will take place at the second General Meeting after an issue has been published. At each election only two new Editors are elected to take responsibility for the issue to be published after the next issue in line; usually in one year's time. The two newly elected Editors will replace the Editors who were responsible for the last issue published. Nominations will be accepted at the last weekly meeting held prior to the date of the election that is also at least seven days before elections.

Section 3. Elections for the positions of Public Relations Officer, Copy Editor and Book Reviews Editor will take place each time a pair of new Editors is elected. Nominations will be accepted at the last weekly meeting held prior to the date of the election that is also at least seven days before elections.

Section 4. The elections shall be conducted by a Returning Officer. The Returning Officer for an election is elected by majority vote of Members at the last General Meeting before elections. The Returning Officer must not be a candidate at the same time.

Section 5. Members may cast their vote by email to the Returning Officer. All votes by email must be received by 1800h on the day before the elections. The Returning Officer is obligated to keep the identity and votes of Members voting by email confidential.

Section 6. All candidates must be members of the journal. Non-members who wish to present their candidacy for election may seek approval to run from a two-thirds vote of the membership present at the Nominating Meeting.

Section 7. Candidates for the positions of Editor and Managing Director must also be full-time student members of St Antony's College that are not completing their final year of studies at Oxford. The Editors and Managing Director must be individuals able to uphold the values and principles of St Antony's College and the University of Oxford.

Section 8. Candidates may only be nominated and elected for one position; no person may hold more than one position at any time.

Section 9. Voting in elections will be conducted by simple majority ballots. In the event that no candidate obtains election after the first round of voting, the two candidates receiving the highest number of votes will compete in a run-off election. The candidate receiving the most votes in the second ballot shall take office. The run-off election will be repeated until one candidate receives more votes than the other. All ballots shall be anonymous and will be counted by the Returning Officer.

Section 10. Elected Officers will assume their positions in the week following elections.

Section 11. The Managing Director, Production Editor, Sales and Marketing Officer and the Treasurer shall serve for a period of one year. The Editors shall serve until the issue in their responsibility is published and new Editors are elected (usually one year). The Public Relations Officer, Copy Editor and the Books Reviews Editor shall serve until the next issue is published and new Editors are elected (usually six months). All Officers may seek reelection.

Section 12. In the event of a vacated position, the Executive Committee shall appoint a qualified replacement to fill the interim position until a by-election can be held. By-elections will be held at the third General Meeting after a position has become vacant according to the procedures established in Article VIII. If the position remains vacant after the by-election the Executive Committee shall appoint a qualified replacement to fill the interim position until the next regular election for the position.

Section 13. No elected Officer shall receive any salary or other compensation for his or her contributions to the production and functioning of the journal.

Section 14. STAIR's members at the General Meeting may replace any Officer with another candidate at any time by a two-thirds majority vote.

Section 15. Each Officer must, on relinquishing his or her appointment, promptly hand to his or her successor in Office all official documents and records belonging to STAIR, together with any other property belonging to STAIR which may be in his or her possession; and must complete any requirements to transfer authority relating to controls of STAIR's bank accounts, building society accounts, or other financial affairs.

ARTICLE IX. ANNUAL GENERAL MEETING.

Section 1. The Annual General Meeting (hereafter "AGM") will be held in Trinity Term each year and will be presided over by the Managing Director.

Section 2. The AGM is open to all members and all members of the Advisory Board.

Section 3. The Editors will officially present STAIR's Annual Report at the AGM, and the Report shall be accepted by a majority vote of those present at the meeting. The Report shall be made available to all members and the Advisory Board one week prior to the AGM. If the Report is not accepted, it shall be revised and resubmitted for approval, by proxy vote, of the Advisory Board within two weeks of the AGM.

ARTICLE X. INDEMNITY.

Section 1. So far as may be permitted by law, every member of the Executive Committee and every STAIR Officer shall be entitled to be indemnified by STAIR against all costs, charges, losses, expenses and liabilities incurred by him or her in the execution or discharge of his or her duties or the exercise of his or her powers, or otherwise properly in relation to or in connection with his or her duties. This indemnity extends to any liability incurred by him or her in defending any proceedings, civil or criminal, which relate to anything done or omitted or alleged to have been done or omitted by him or her as a member of the Executive Committee or STAIR Officer and in which judgment is given in his her favour (or the proceedings are otherwise disposed of without any finding or admission of any material breach of duty on his or her part), or in which he or she is acquitted, or in connection with any application under any statute for relief from liability in respect of any such act or omission in which relief is granted to him or her by the Court.

Section 2. So far as may be permitted by law, STAIR may purchase and maintain for any Officer or member of the Executive Committee insurance coverage against any liability which by virtue of any rule of law may attach to him or her in respect of any negligence, default,

breach of duty or breach of trust of which he or she may be guilty in relation to STAIR and against all costs, charges, losses, and expenses and liabilities incurred by him or her and for which he or she is entitled to be indemnified by STAIR by virtue of Article X, Section 2.

ARTICLE XI. DISSOLUTION.

Section 1. STAIR may be dissolved at any time by a two-thirds vote of members present at the Annual General Meeting.

ARTICLE XII. AMENDMENTS.

Section 1. Amendments to these Bylaws must be approved by both the student membership and the Advisory Board. The membership will vote on amendments during the General Meeting or emergency meetings called by any Officer of the Executive Committee. The Advisory Board will ratify amendments approved by the membership at the AGM.

Section 2. Proposed amendments must be submitted in writing to the Executive Committee, who will then review and circulate the contents of the amendment to the membership at least one week prior to voting.

- A. The Bylaws may be provisionally amended by a two-thirds majority vote of STAIR's members at the General Meeting or attending the emergency meeting.
- B. Amendments take provisional effect immediately upon passage.
- C. Amendments provisionally adopted at the General Meeting or an emergency meeting by the membership will be submitted in writing to Advisory Board members together with the yearly report. Amendments are fully incorporated into these Bylaws once passed by a simple majority vote of the members present at the AGM.

Section 3. Any journal member or Advisory Board member may propose amendments to the Executive Committee at any time.

ARTICLE XIII. TRANSITIONAL PROVISIONS.

Section 1. At the second General Meeting after these Bylaws have been provisionally adopted by Members at the General Meeting elections will take place to fill the new positions created by these Bylaws. One Editor for each upcoming issue will be elected according to the rules in Article VIII to take office alongside the Editor already in charge of each issue; a Copy Editor will be elected according to the rules in Article VIII; any vacant position will be open for election according to the rules in Article VIII.

Section 2. The incumbent Managing Director, Editors, Treasurer and Book Reviews Editor will remain in office until their term of office expires according to the rules in Art VIII (the term of office of the Managing Director and Treasurer shall expire in the Hilary Term following the adoption of these bylaws even if this implies a term of office of less than one year). The Associate Editors for Sales, Public Relations, and Production will take the new positions of Sales and Marketing Officer, Public Relations Officer, and Production Editor respectively until these positions are open for election again under the rules in Article VIII. The Secretary will transfer all tasks and records to the Managing Director; the position of Secretary ceases to exist.

