



St Antony's
International
Review



Annual Report 2009



St Antony's International Review Annual Report 2009

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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.

We should all be grateful for the St Antony's students who took the initiative to launch this lively and challenging new journal of international affairs. It takes on the important issues and examines them in the round, from a truly global perspective.

— Professor Margaret MacMillan, Warden of St Antony's College

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

During the academic year, *STAIR* published two issues, the first on “The Politics of Nuclear Technology in the Twenty-first Century” (Vol. 4, No. 2), the second on “Transnational Corporations and Global Governance” (Vol. 5, No. 1). Reaffirming *STAIR*’s founding principles, both issues included contributions by leading academics as well as emerging scholars.

The “Nuclear Technology” issue, edited by Martin Bayly and Robert Nelson, reassesses the role of nuclear technology in what has been labelled “the new nuclear age.” Two articles focus on security aspects, with John Baylis, one of Britain’s leading nuclear experts, analysing the origins and evolution of the concept of “tailored deterrence,” and Jack Boureston and James A. Russell of the US Naval Postgraduate School tackling the nature of illicit nuclear procurement networks. Yuki Tatsumi of the Stimson Center examines the relation of nuclear technology to national identity in the case of Japan. Milan Ilnyckyj, a former Oxford student, discusses the role of nuclear energy in dealing with the challenges of climate change, while Togzhan Kassenova of the University of Georgia provides a unique insight into the possible “nuclear renaissance” of Kazakhstan as a major player in the energy market. In a special section, Elbridge Colby, who served on the Commission on the Intelligence Capabilities of the United States Regarding Weapons of Mass Destruction, critically reviews a recent Adelphi Paper on abolishing nuclear weapons (published by the International Institute for Strategic Studies), and the authors of this paper, James Acton and George Perkovich of the Carnegie Endowment for International Peace, respond to Colby’s critique. Of a total print-run of 200 copies, so far over half have already been sold.

The latest issue on “Transnational Corporations and Global Governance,” edited by Urvashi Aneja and David Louk, raises critical questions about the evolving roles of transnational corporations (TNCs) both in global governance fora and as actors in international affairs. Two articles critically assess the relationship between TNCs and states themselves: Oxford’s Rodney Bruce Hall explores the relationship between governments, financial institutions, and mass democratic publics to explain the irresponsibility that led to the bulge and burst of the recent asset bubble, while Claire Cutler (University of Victoria) unpacks the role that the institutionalization of TNC

participation in global governance plays in establishing not only the legitimacy of TNCs as actors but also the legitimacy of transnational capitalism itself. Three articles make important case-study contributions: Janet Jobson, a graduate student at St Antony's, traces the history of a legal movement to hold TNCs accountable for their participation in business dealings with the apartheid government in South Africa; Philipp Pattberg of Vrije Universiteit Amsterdam and Okechukwu Enechi, an investment consultant, provide an analysis of the legitimacy, accountability, and transparency of businesses involved in transnational climate governance; and Susan Ariel Aaronson (George Washington University) and David Deese (Boston College) evaluate the stakeholder responsibilities of the "big five" international oil companies over several issue areas. In a special section, Taylor St. John and Daniel Hemel, graduate students at Oxford University, discuss reports by McKinsey & Co., Goldman Sachs, and Oxfam. The issue also includes an interview about the current financial crisis with John Gapper of the Financial Times.

In June 2008, *STAIR* expanded its portfolio by founding a weblog called *STEPS* (*STAIR* Exchanges between Professors and Students). *STEPS* hosts dialogues between scholars and graduate students on the timeliest topics in the study of international affairs. It takes a two-pillar approach. On the one hand, editors select recent articles from leading international affairs journals and invite Oxford graduate students to post concise responses. *STEPS* editors then invite the initial article's writers—as well as experts within and beyond the Oxford community—to join the debate. All the while, readers have the opportunity to voice their views in an open, moderated comments section. The first such dialogue was launched by Omar Bashir, a graduate student at Oxford, critically reviewing an article by Michael Ross on "Oil, Islam, and Women." Ross, one of the leading scholars on the relationship between oil and conflict, responded to Bashir's critique. On the other hand, *STEPS* publishes short essays by graduate students on contemporary international issues. In November 2008, seven essays on what Barack Obama should do in his first twenty-four hours in the Oval Office were published.

With the first steps having been made, the weblog remains a work in progress. We believe that *STEPS* will raise *STAIR*'s profile among scholars and serve as a forum for discussion and debate regarding recent *STAIR* articles. The next topic for essays will be "US Grand Strategy after the 'War on Terror'."

Events

On October 24, 2008, with the continued aim to provide a forum for cross-disciplinary dialogue on global issues and with no journal publication in Michaelmas term, *STAIR* hosted an engaging and very well attended panel discussion on the Russia-Georgia conflict (August 2008). Our speakers were Sir Adam Roberts, Dr Alex Pravda, Professor Edmund Herzig, Professor Kalypso Nicolaïdis, and George Khelashvili. The debate focused on three core topics. First, the different domestic and international narratives of the crisis and the implications thereof for assigning responsibility and formulating an international response. Second, the importance of individual decision-makers and the strategic interests of Russia, Georgia, and the international community at large. Finally, the role of multilateral institutions, including the European Union and NATO, in promoting peace and stability in the region, and the implications of the crisis for the region's—and particularly Russia, Georgia, and Iran's—relationship with the rest of the international community.



(l-r) George Khelashvili, Professor Kalypso Nicolaïdis, Dr Alex Pravda, Sir Adam Roberts

On February 24, 2009, *STAIR* launched the “Nuclear Technology” issue in Blackwell’s bookshop with a discussion titled “Nuclear energy and climate change: An old solution to a new problem?” Prof. Ian Goldin, Director of Oxford’s James Martin 21st Century School, headed an expert panel which also included Mark Lynas, author of “Six Degrees: Our Future on a Hotter Planet.” Norman Harrison of the UK Atomic Energy Authority and David Broughton of the Radioactive Waste Management Committee provided the practitioners’ perspective in a wide-ranging discussion. Our Public Relations Officer, Melody Cox, put a remarkable amount of work into organizing the event, ensuring its great success.



(l-r) David Broughton, Norman Harrison, Dr Ian Goldin, Mark Lynas

The launch of the “Transnational Corporations” issue will take place in early June.

External Relations

STAIR's relationship with St Antony's, and with the Oxford community in general, continues to develop and expand. In Trinity Term 2009, *STAIR*'s new Managing Director and Treasurer met with Warden Margaret MacMillan to discuss the

goals and growth opportunities of *STAIR*. Prof. MacMillan also attended the “Nuclear” issue launch event. After investigating and discussing the possibility of applying for official University affiliation throughout the academic year, *STAIR* submitted a proposal in Trinity Term. This step highlights the fact that, while remaining firmly rooted at St Antony’s, *STAIR* is open to all graduate students of Oxford. Furthermore, it will entitle the journal to apply for University grants as well as for permission to use the name “Oxford University” in *STAIR*’s publications.

With the aim of making the journal available to a wider readership, both in print and on the internet, *STAIR* approached five well-known publishers—Oxford University Press, Palgrave Macmillan, Routledge, SAGE, and Wiley Blackwell. Negotiations are currently still in progress.

STAIR’s relations with Blackwell’s bookshop have also continued to develop strongly. As noted above, Blackwell’s hosted the launch event for the “Nuclear Technology” issue and will also host the launch of the “Transnational Corporations” issue. Blackwell’s continues to stock and sell copies of all issues of *STAIR*.

Lastly, we are currently setting up a “*STAIR* on tour” scheme with the goal of raising awareness about *STAIR* in the University at large. Each week during a term, two of our members will go to one department or college at lunchtime and set up a desk with posters, selected copies of the journal, and subscription forms.

Organizational Structure

In order to apply for official University affiliation, a number of changes to *STAIR*’s bylaws (see Annex B below) were necessary. The Executive Committee now includes a Senior Member (Article V); *STAIR* is grateful that St Antony’s Warden, Prof. MacMillan, accepted to fill this position. The College Liaison Officer is now also part of the Executive Committee. Furthermore, one of the editors will perform tasks associated with the role of “President” and the Managing Director those associated with the role of “Secretary” as defined by the University of Oxford Regulations governing clubs, societies, and publications. Several other articles have been amended to highlight the fact that *STAIR* is open to all graduate students of the University of Oxford. Finally, minor changes were made to a number of articles, while a few outdated ones were deleted. Despite these amendments, the bylaws still reflect that the journal is based on the unique cross-disciplinary environment of

St Antony's College and that St Antony's students continue to play a key role in *STAIR*'s organizational structure.

The annual elections of *STAIR* were held in Hilary Term 2009, organized by outgoing Managing Director Elisabeth Becker. Annika Greup and Diarmuid Torney were elected as editors and Katri Saarenheimo as Book Reviews editor of the forthcoming issue on "Climate Change: Preparations for a Low-Carbon Future." Henning Tamm was elected as Managing Director and Sophia Mann as Treasurer. All of them will serve until the end of Hilary Term 2010. The elections for the second forthcoming issue on "Sovereignty and Secessionist Movements: Prospects and Challenges" will be held at the end of Trinity Term 2009.

Financial Statement

Income

The overall income in this annum was GBP 1608.20. Lower direct journal sales contributed a quarter of this, GBP 431.70. We continue to have a very successful relationship with Blackwell's bookshop; sales to Blackwell's have decreased from GBP 588.00 last year to GBP 260.00, but this is in part due to a deal whereby we swap new *STAIR* issues for old, unsold issues, at no extra cost to Blackwell's. Income from individual subscriptions has increased significantly to GBP 796.50, up from GBP 217.06. This is in large part due to the great work done by our sales team in seeking to encourage subscriptions amongst college members. Institutional subscriptions remained steady at GBP 120.00.

STAIR obtained a generous grant under the College's Academic Dividend Fund in January 2008. These resources were project-bound to pay for the expenses of the "Trafficking" issue and the "Nuclear Technology" issue, in order to enable *STAIR* to pursue an important sales and marketing drive, including sending complimentary copies to libraries and institutions worldwide. *STAIR*'s sales team put a lot of work into this, with somewhat disappointing results. More will be done in the coming year to increase our level of professionalism and visibility by possibly pursuing projects such as joining an online database.

Expenses

The major cost to the journal was the printing of the Trafficking (vol. 4, no. 1) and the Nuclear (4/2) issues. Total printing costs, including a reprint of the Oil issue (2/1) were GBP 1849.65, down from GBP 2350.40 in the previous year. Printing costs per issue reduced from GBP 1180 (Trafficking) to GBP 462.65 (Nuclear). This major reduction of printing costs from GBP 1180 down to GBP 462.65 was due to changing our printers to Ridgeway Press, an 'On Demand' printer. Ridgeway Press are able to print our issues for a significantly lower price, less than half the cost of our previous printers, Alden Press. This is a very important reduction in our expenses and we will continue to use Ridgeway Press for our upcoming issues in 2009 and 2010. Another advantage with having changed to Ridgeway Press is that we no longer have to buy in bulk, therefore avoiding excess or left-over copies of the *Review* in the future. On an encouraging note, the Oil issue (2/1) has been very successful in terms of Blackwell's sales; they therefore requested we print more issues for them which came to a cost of GBP 207.

Public Relations activities, sales promotion and distribution activities, including the use of Paypal payment services, were GBP 209.61. An additional GBP 7 was spent on maintaining *STAIR*'s Internet domain, as in previous years. A further cost involved was paying for a copy of Adobe InDesign, a design and layout package that we use to produce the *Review*. This came to a cost of GBP 192.31; it was felt to be a necessary expense in order to improve the presentation and layout of the journal and fell under the one-off expenses as stipulated by the Dividend.

Together, the total expenses in the reporting period stand at GBP 2258.57.

Outlook

STAIR incurred a loss of GBP 650.37 during the reporting period. This is up from last year's loss of GBP 474.93. It can be accounted for in part by the drive to increase sales external to the college and the University and a reduction in sales to Blackwell's.

We hope that with the significantly reduced printing costs, our expenses will be significantly reduced, thereby eliminating our loss in the next financial year. In addition, with the grant from the Academic Dividend we will be comfortably within budget for the next 12 months. The Academic Dividend has also allowed us to pursue PR and sales projects for which we would not have

otherwise had the funds. This included sending promotional copies of the *Review* to Oxford colleges and an event at Chatham House. We plan to continue to use the Dividend to expand our PR and encourage sales and subscriptions.

Consolidated Balance Sheet

Income

Sales

- Institutional Subscriptions	120.00
- Individual Subscriptions	796.50
- Blackwell's sales	260.00
- Direct sales	431.70

Total Income 1608.20

Expenses

Printing	-1849.65
Internet domain fees	-7.00
PR, sales and distribution, incl. Paypal fees	-209.61
Purchase of InDesign	-192.31

Total Expenses -2258.57

Balance -650.37

Future Objectives

Forthcoming Editions and Events

In late Michaelmas Term 2009, following extensive discussion over the course of several weeks, the General Meeting of *STAIR* selected the themes for the forthcoming issues to be published in the 2009-2010 academic year. Vol. 5, No. 2, to be published in Hilary Term 2010, will focus on the theme of "Climate Change: Preparations for a Low-Carbon Future." Vol. 6, No. 1, to be published in Trinity Term 2010, will investigate the theme of "Sovereignty and Secessionist Movement: Prospects and Challenges." The "Climate Change" issue received 49 abstracts in total; papers are due by August 31, 2009. The issue on "Sovereignty and Secessionist Movements" is accepting abstracts until August 1, 2009, with papers due by November 1, 2009.

Given the success of the Russia-Georgia panel discussion at the beginning of this Michaelmas Term, the *STAIR* team will attempt to continue organizing such events based on topical issues. We will try to decide on a subject during the summer vacation and set up a committee to organize a similar event at the beginning of Michaelmas Term 2010.

Recruitment Targets

This year, through a concerted recruitment effort which targeted both new and returning St Antony's students, and students in relevant departments across the university, *STAIR* was once more able to target many individuals to fill positions and contribute to the general meetings and events. Two of our four editors were not students at St Antony's, reflecting *STAIR*'s openness to all graduate students of Oxford University; at the same time, both were made "associate" members of the St Antony's Junior Common Room (JCR), a decision stipulated last year in order to emphasize *STAIR*'s close relations to the College. As some *STAIR* positions are currently filled by students leaving at the end of this academic year, we will strive to get incoming and returning students, both at St Antony's and the University at large, actively involved from an early stage in Michaelmas Term 2010. The "*STAIR* on tour" scheme, mentioned above, will also be used for recruitment purposes.

Revenue and Awareness Targets

STAIR is currently negotiating with publishers; future sales strategies are by and large dependent on the result of these

negotiations. While we have discussed several innovative ways of raising awareness and increasing our revenue, these will only be laid down once negotiations have come to a conclusion. In any case, we hope that *STEPS* will thrive as an internet forum for debates between professors and students, thereby also raising awareness of *STAIR* itself. Moreover, we seek to make the *Review* available online as soon as possible.

To conclude, this year has seen the publication of two great issues, containing articles of leading university as well as think-tank scholars, former policymakers, and—last but definitely not least—emerging scholars, some of which studied or are studying at St Antony's College. In difficult economic times, *STAIR* has managed to maintain a solid financial foundation, mainly due both to changing our printers and to the generous support from the College via the Academic Dividend Fund. Our negotiations with publishers may even yield results that take *STAIR* to yet another new level. Whatever the future may bring, *STAIR* will always welcome new ideas and people—and we hope you will continue to support our endeavours.

Annex A: Organizational Structure

Editors	Urvashi Aneja, Annika Greup, David Louk, Diarmuid Torney
Managing Director	Henning Tamm
Treasurer	Sophia Mann
Sales and Marketing Officer	Lotte Geunis
Production Editor	David Zarnett
College Liaison Officer	Victoria Petitjean
Book Reviews Editor	Katri Saarenheimo, Taylor St. John
Public Relations Officer	Grace Bolton
Webmaster	Diarmuid Torney
Editorial Committee	Martin Bayly, Elisabeth Becker, Adam Berry, Dawn Berry, Alexander Betts, Remzi Cej, Réachbha FitzGerald, Paula Ganga, Neil Howard, Courtney Jenkins, Mumtaz Lalani, Ryan Lang, Dara MacDonald, Zak Manfredi, Robert Nelson, Calum Nicholson, Lea- Friederike Neubert, Noa Schonmann, Matthew Stone
Advisory Board	Professor Nancy Bermeo Dr Christopher Bickerton Professor Archie Brown Dr Patricia Daley Dr Matthew Eagleton-Pierce Professor Rosemary Foot Professor Timothy Garton Ash Sir Marrack Goulding Dr Sudhir Hazareesingh Dr David Johnson Professor Margaret MacMillan Dr Hartmut Mayer Dr Karma Nabulsi Professor Kalypso Nicolaïdis Dr Alex Pravda Professor Avi Shlaim Dr Steve Tsang

Annex B: 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 crystallize 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 publicizing 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 policymakers. By drawing on the wide range of disciplinary perspectives and intellectual resources of St Antony's College and the University of Oxford, we are keen to further raise the international profile of the College and the University, 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. Any Student member of the University of Oxford is eligible to apply for membership of STAIR provided that he or she has attended at least three General Meetings as an observer. If a member of STAIR fails to attend four out of the preceding eight General Meetings at any given time, his or her membership shall automatically lapse and can only be renewed if he or she subsequently attends at least three General Meetings as an observer.

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. These meetings will be advertised on STAIR's website. 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 College Liaison Officer, a Senior Member, a Public Relations Officer, a Copy Editor, and a Book Reviews Editor. Two of the four Editors in total at any one time must be St Antony's students. The Treasurer and College Liaison Officer must also be St Antony's students.

SECTION 2. The Editors shall:

A. Have one of them nominated by the membership of STAIR to perform the tasks associated with the role of "President" as defined by the University of Oxford Regulations governing clubs, societies, and publications.

B. Serve on the Executive Committee.

C. Strive to implement through their work the aims and ideas set out in the Preamble and in Article 1.

D. 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.

E. 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.

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 anonymized 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 of 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. Perform the tasks associated with the role of 'Secretary' as defined by the University of Oxford Regulations governing clubs, societies, and publications.

B. Serve on the Executive Committee.

C. 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.

D. Regularly update Members at the General Meeting on all matters of importance.

E. Coordinate and supervise the activities of all Officers in order to ensure the academic and professional integrity of STAIR.

F. Ensure the timely publication of all journal issues.

G. Conduct STAIR's official correspondence in cooperation with the Editors.

H. Ensure that adequate advice and assistance are available to the Officers in the performance of their responsibilities as established in these Bylaws.

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.
- G. 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 search 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. The College Liaison Officer shall:

A. Represent, in cooperation with the Managing Director and the Editors, 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.

SECTION 8. 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 9. The Public Relations Officer shall:

- A. Be responsible for representing STAIR to the general public, including students, alumni, institutions, and other organizations.
- B. Organize 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 10. 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 11. 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.

SECTION 12: The Senior Member shall:

- A. Fulfill the tasks outlined in the University of Oxford Regulations governing clubs, societies, and publications.

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, the College Liaison Officer, the Production Editor and a Senior Member. The Senior member will not be required to attend weekly meetings. At least a majority of the Executive Committee must be St Antony's students.

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 ten 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 the 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 the University of Oxford and of external institutions, 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 graduate students 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 re-election.

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 yearly 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 or 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 1.

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.