



St Antony's
International
Review



Annual Report 2010



St Antony's International Review Annual Report 2010

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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 issue—*STAIR*'s tenth issue overall—focuses on the theme “New Directions in Climate Change Politics” (Vol. 5, No. 2), while the second issue addresses “Secession, Sovereignty, and the Quest for Legitimacy” (Vol. 6, No. 1). Reaffirming *STAIR*'s founding principles, both issues included contributions by leading academics as well as emerging scholars.

The “Climate Change” issue opens with an introductory essay by Robert Keohane which discusses the possibility of creating an “economy of esteem” to provide incentives for state leaders to act progressively on climate change by appealing to their desire to be held in high regard. Two articles focus on the growing role of non-state actors in the governance of climate change: Jonathan Gaventa's contribution discusses the role of business and city networks at the 2007 Bali climate change conference, while Michael MacLeod highlights the growing role of institutional investors in addressing climate change. Two articles address the issue of adaptation to climate change: Frances Moore's article traces the development of the concept of “adaptive capacity” through successive reports of the Intergovernmental Panel on Climate Change, while Anne Hammill and Richard Matthew's contribution focuses on the intersection of peacebuilding and climate change adaptation. Two further articles discuss climate change politics and policy in the European Union and the United States: David Benson and Andrew Jordan outline the possible implications of the recently ratified Lisbon Treaty for climate change policy in the European Union, and Christopher Boerl draws attention to a growing environmentalism among evangelical Christians in the United States. The issue concludes with an interview with Maas Goote, who was lead negotiator for the European Union at the 2009 United Nations climate change conference in Copenhagen, and a selection of book reviews. The initial print run of 100 copies sold out within weeks of publication, and a reprint was ordered.

The latest issue on “Secession, Sovereignty, and the Quest for Legitimacy” provides an interdisciplinary approach to the study of secession, reflected in the contributions by legal scholars, area studies specialists, and practitioners. The first three theoretical articles examine the operable criteria for secession, with a special focus on remedial secession—secession as a remedy of

last resort for gross violations of human rights. The opening article by James Summers examines the relationship between remedial secession and humanitarian intervention, while Jure Vidmar presents a more detailed legal analysis of remedial secession in theory and (lack of) practice. Adopting a more normative perspective, Andrew Coleman identifies a number of preconditions that could form the basis of criteria to guide international judicial institutions in assessing the legitimacy of secessionist claims. Acknowledging the need to move beyond theoretical abstraction and to examine specific cases in detail, the issue includes articles on China, Somaliland, Aceh, the Caucasus, and Transnistria. Two anonymous authors focus on the China's contentious translation of the term "people" in the 1966 human rights covenants, replacing *minzu* (ethnic groups) with *renmin* (citizenries) to limit the repercussions of these externally-formulated covenants. In his analysis of Somaliland, Dominik Helling considers the constructive aspects of warfare in relation to state creation and the establishment of Somaliland's institutions, which are more effective than those of Somalia—the internationally recognized state. Patrick Barron, Samuel Clark and Blair Palmer explore the challenges of institutionalizing Aceh's autonomy following the 2005 Peace Agreement by examining the 2006 elections and the delicate balance between stability and legitimacy in institutional design. The Caucasian entities and Transnistria are examined by two practitioners: Richard Giragosian, Director of the Armenian Centre for National and International Studies, and John Beyer, former British Ambassador to Moldova. The issue concludes with book reviews that examine three theoretical works on secession and two books about Kosovo's path towards statehood. The journal is being marketed at two international conferences and is selling so rapidly that a reprint has been ordered.

Events

On February 23, 2010, *STAIR* celebrated its fifth anniversary and the publication of its tenth issue, “New Directions in Climate Change Politics.” To mark the occasion, the *Review* held a panel discussion at Blackwell’s Bookshop followed by a drinks reception at St Antony’s College. The panel discussion centred on whether there is a future for the international climate change regime in the aftermath of the Copenhagen summit in December 2009. The diverse group of invited panelists featured Tom Burke, Founding Director of the environmental think tank E3G; Fiona Harvey, Environmental Correspondent for the Financial Times; Phil Bloomer, Oxfam’s Campaigns and Policy Director; and Hannah Ryder, Senior Economist at the UK Department of Energy and Climate Change. After presenting their individual perspectives on climate change politics and the Copenhagen summit, the panelists engaged in a valuable exchange with the audience on the role of nongovernmental organizations in multilateral negotiations on climate change and a range of other topics.

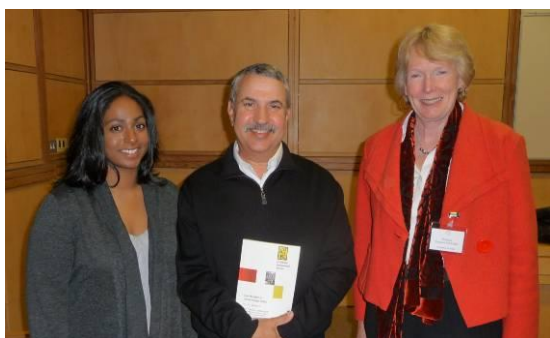


(l-r) Tom Burke, Fiona Harvey, Annika Greup, Phil Bloomer, and Hannah Ryder

Following the debate, the *Review* hosted a reception at the College, attended by the panelists, the Warden, and current and past members of *STAIR*, including the journal’s founding editors Dr. Alexander Betts and Dr. Matthew Eagleton-Pierce. At the reception, the journal’s outgoing Managing Director Henning Tamm took the opportunity to reflect on the cumulative achievements of *STAIR* members since the establishment of the *Review* in 2005, as well as to put forth a set of initiatives for opening up the journal to new contributors and readers. He announced that, from 2011, *STAIR* will expand on its tradition of publishing themed issues by also including a new general section, open to authors writing on various topics of contemporary interest, in each issue. He also highlighted the journal’s new partnership with IngentaConnect, a market leader in online publishing, via which individual and institutional subscribers will soon be able to access all past and future issues. This is a major milestone for *STAIR* and will help to significantly expand its readership beyond Oxford.

On May 8, 2010, New York Times columnist, multi Pulitzer Prize winner, and St Antony’s College alumnus Thomas Friedman

spoke on the theme “Obama's World” at a one-day conference entitled “St Antony's Looks at the World.”



(l-r) Nicole De Silva, Thomas Friedman, and Warden Margaret MacMillan

Friedman's address took the form of a public conversation with *STAIR*'s former Managing Director Henning Tamm and former Treasurer Sophia Mann, during which Friedman answered questions covering a wide range of themes, including US policies concerning China, the Middle East, and climate change. Afterwards, Nicole De Silva, current *STAIR* Managing Director, presented Friedman with a copy of the latest issue of *STAIR*.

On May 18, 2010, *STAIR* held an expert panel discussion on “The Future of Secession” at Blackwell’s Bookshop. There was a lively discussion with contributions from the



(l-r) Sir Adam Roberts, Dr. Laurence Broers, Dr. Marc Weller, and Sarah Steele

Professor Sir Adam Roberts (President of the British Academy and Honorary Fellow of St Antony’s College); Dr. Marc Weller (Fellow of the Lauterpacht Centre for International Law at the University of Cambridge) and Dr. Laurence Broers (Caucasus Projects Manager, Conciliation Resources) who provided a practitioner’s insights into secession. *STAIR* also collaborated with the Law Human Rights Group earlier in the evening to host a

session with Dr. Marc Weller, a leading expert on diversity management, ethnic peace-making and constitutional settlements to internal and self-determination conflicts, in which he discussed “Has Self-Determination Failed?”

External Relations

Despite *STAIR*'s expanding scope, the journal still maintains a strong connection to St Antony's College. In Trinity Term 2010, *STAIR*'s new Managing Director Nicole De Silva and Liaison Officer Adam Freeman met with Warden Margaret MacMillan to discuss the year ahead for the journal. Warden MacMillan also attended *STAIR*'s fifth anniversary celebrations and commented on how, over the past five years, *STAIR* has become an institution at the College. At the launch event for the "Secession" issue, Professor Sir Adam Roberts, Honorary Fellow of St Antony's College, used part of his remarks to underscore the connection between the goals of *STAIR* and the interdisciplinary and international culture of the College.

In a new departure, *STAIR* has now secured official University of Oxford affiliation. This step highlights the fact that, while rooted in the College, *STAIR* is also open to participation from all University of Oxford students. Furthermore, it will entitle the journal to apply for University grants and to associate itself with the University in *STAIR*'s future publications and communications.

With the aim of making the current and past issues of the journal available to a wider readership, *STAIR* is now working in partnership with IngentaConnect to make all its issues available online through individual or institutional subscription (see <http://www.ingentaconnect.com/content/stair/stair>). *STAIR*'s two latest issues are already published online, and *STAIR* will work in close collaboration with IngentaConnect to make all its past issues available in the coming months.

STAIR continues in its valuable relationship with Blackwell's Bookshop in Oxford. Blackwell's hosted the launch events for the "Climate Change" and "Secession" issues, and in the latter case produced jointly branded posters to advertise the event to customers. Blackwell's continues to stock and sell copies of all issues of *STAIR*.

Organizational Structure

In order to account for the changes in the journal's expanding external relations and in its structure and content, a number of changes to *STAIR*'s bylaws (see Annex B below) were required. The Executive Committee's College Liaison Officer position has been changed to Liaison Officer, reflecting the new scope of *STAIR*'s external relations beyond St Antony's College (with IngentaConnect and the University of Oxford as key examples). Moreover, by adding a general section to the themed content in each issue of the journal, the position of General Section Editor has been created.

The annual elections of *STAIR* were held in Hilary Term 2010, organized by outgoing Managing Director Henning Tamm. The election results were as follows:

Managing Director	Nicole De Silva
Treasurer	Evert Faber van der Meulen
Sales and Marketing Officer	Sitara Thobani
Liaison Officer	Adam Freeman
General Section Editor	David Blagden
Chief Copy Editor	Nora Stappert
Editors ("China" Issue)	Justin Hempson-Jones Linda van der Horst

All of them will serve until the end of Hilary Term 2011. The elections for the second forthcoming issue on "Responding to Crises: The Past, Present, and Future of International Financial Institutions," as well as the Book Reviews Editor position for both forthcoming issues, will be held at the end of Trinity Term 2010.

Financial Statement

Income

The overall income in this annum was GBP 3,491.05, up from GBP 1,608.20 last year. Total sales contributed GBP 1,339.05, roughly 40 per cent of the total income. Of this, institutional subscriptions have remained steady at GBP 120. *STAIR* also continues to cultivate good relationship with Blackwell's Bookshop leading to a sale of GBP 240, slightly lower than last year; this decrease is in part due to *STAIR*'s new sales agreement with Blackwell's, where Blackwell's can trade copies of older, unsold issues for newer ones. Individual subscriptions have decreased to GBP 654.75 from an all time high last year of GBP 796.50. Direct sales of GBP 324.30 are also down slightly from GBP 431.70 last year. Though both amounts are still substantial, the decrease suggests that *STAIR* could refocus some of its efforts towards sales and marketing. Still, beginning next year, the availability of *STAIR* issues online, as well as in print, for individual and institutional subscription will likely change the sources and scale of *STAIR*'s income considerably.

STAIR also received the second part of its academic dividend from St Antony's College, amounting to GBP 1,400. In addition, the *Review* received GBP 752 from the clubs and societies funding available from the St Antony's College Graduate Common Room (GCR). These two supplementary sources of income have been essential in realizing the journal's online availability.

Expenses

STAIR's total expenses amounted to GBP 3403.68, up from GBP 2,258.57. Of this amount, printing accounted for GBP 792.40, down significantly from GBP 1,849.65 last year and GBP 2,350.40 two years ago. This major reduction of printing costs was still due to changing the journal's printer to Ridgeway Press, as it was the first year when both issues were printed there. Public Relations (PR) and Sales and Marketing activities, including the use of PayPal payment services, were GBP 513.90, up significantly from GBP 209.61 last year.

The major expense this year is the annual fee to IngentaConnect for making *STAIR*'s issues available online. The associated costs were substantial at GBP 2,097.38. This year, the fee was fully covered by the academic dividend and the funding from the St Antony's College GCR. However, from next year onwards,

individual and particularly institutional sales through IngentaConnect should cover a significant amount of this cost.

Outlook

STAIR acquired a small profit of GBP 87.37 this year, a significant improvement to its loss of GBP 650.37 last year. The main contributing factor was its decreased printing costs. However, at the same time, income from sales went down slightly, while PR and Sales and Marketing costs rose. Some gains can be made in both categories.

The most critical project of *STAIR* at this moment, however, is its online launch through IngentaConnect—from next year onwards the annual fee will ideally be recovered through online sales. 18 institutional subscriptions through IngentaConnect, for example, would be required to recover the annual fee for hosting *STAIR*'s issues online. *STAIR* hopes to realize this target by the end of next year.

Consolidated Balance Sheet

Income

Sales

- Institutional Subscriptions	120.00
- Individual Subscriptions	654.75
- Blackwell's Sales	240.00
- Direct Sales	324.30

Funding

- Academic Dividend	1,400.00
- St Antony's GCR Funding	752.00

Total Income 3,491.05

Expenses

Printing	-792.40
PR, Sales and Marketing, incl. PayPal Fees	-513.90
IngentaConnect Annual Fee	-2,097.38

Total Expenses -3,403.68

Balance 87.37

Future Objectives

Online Sales & Subscriptions

In Michaelmas Term 2009, *STAIR* signed a contract with IngentaConnect, a market leader in online publishing, to host its issues online. Setting up *STAIR*'s account with IngentaConnect has taken longer than originally anticipated. Nevertheless, *STAIR*'s two latest issues (Vol. 5, No. 2 on "Climate Change" and Vol. 6, No. 1 on "Secession") are currently available online for individual and institutional purchase and subscription (see <http://www.ingentaconnect.com/content/stair/stair>). The University of Oxford's Social Science Library has already subscribed. Moving forward, *STAIR* is closely working with IngentaConnect to make its past issues available online as soon as possible, and once this is achieved, a concerted campaign to sell institutional subscriptions will begin. *STAIR*'s general members and Advisory Board members will be called upon to encourage universities within their respective networks to subscribe to *STAIR* online.

Inaugural General Section

In keeping with ongoing efforts to raise the profile of *STAIR*, and following several weeks of discussion, the General Meeting voted in Michaelmas Term 2009 to include a general section in future issues of the journal. The rationale was clear: While the journal's current focus on particular special themes represents one of *STAIR*'s unique strengths, it also limits each issue to a specific subset of both potential contributors and interested readers. In a year where *STAIR* has become available online through IngentaConnect in an attempt to increase its readership, this therefore seems an appropriate time to take another bold step to elevate *STAIR*'s broader impact and appeal by opening the journal to a wider range of potential authors.

Accordingly, following five years of successfully publishing wholly themed issues, forthcoming issues of *STAIR* will also include a general section. A subgroup of *STAIR* members met to discuss the aims and form of the new section, and drew the following conclusions.

- The general section shall encourage the submission of original manuscripts of up to 6,000 words on any topic of contemporary relevance in international affairs. Contributions from the fields of political science and international relations, international law, area studies, international economics,

development studies, philosophy, and international history will all be welcome, continuing *STAIR*'s longstanding commitment to interdisciplinary scholarly exchange.

- Articles may be either theoretical or policy-oriented, with no specified level of empirical content. However, we will stress to authors that *STAIR* has a broad readership, and that articles subsequently prize accessible content; in short, content should be comprehensible for those without extensive formal or statistical training.

- The special themes will continue to represent one of *STAIR*'s unique strengths and the principal focus of each issue. As such, the general section will represent between one-quarter and one-half of the articles included in each issues (that is, two to four articles in a typical eight-article issue), depending on the relative quality of themed and general submissions.

- Publication decisions will be taken predominantly on the basis of the opinions of two peer reviewers, with a third solicited if there is a need for a "tie break." Articles that are judged to be publishable by peer reviewers but for which there is not space in the next issue of *STAIR* will be rolled over to the following issue.

- All *STAIR* members will be encouraged to become members of the general section editorial board, in order to increase the chances of having someone within *STAIR* who is able to conduct an initial review of submitted papers and recommend suitable peer reviewers for the General Section Editor to approach.

- The General Section Editor's role will essentially be that of a facilitator, in the absence of subject-specific knowledge about every article submitted, insofar as s/he will serve to connect authors to peer reviewers and the *STAIR* editorial committee. S/he will also play a full role in the later stages of the editorial process and will write the general section contribution to each issue's editorial introduction.

The inclusion of a general section generates the potential for *STAIR* to raise its profile by attracting contributors and readers from beyond those with a particular interest in each special issue theme. However, the ultimate success of the general section will be contingent on both emerging and established scholars proving willing to submit high-quality work to *STAIR* rather than alternative journals. Accordingly, we strongly encourage all supporters of *STAIR* to both circulate *STAIR*'s General Call for Papers to their academic colleagues and to consider submitting their own work. If the two inaugural 2011 general sections can be filled with excellent articles, then the impact and readership of *STAIR* will be raised, making the task of future editors and

sales teams easier, and leaving a genuinely positive legacy for this unique Oxford institution.

Forthcoming Editions

In Hilary Term 2010, after hearing various proposals for potential themes, the General Meeting of *STAIR* selected the themes for the forthcoming issues to be published in the 2010-2011 academic year. Vol. 6, No. 2, to be published in Hilary Term 2011, will focus on the theme of “China’s Rise: An Adapting Global Structure,” and Vol. 7, No. 1, to be published in Trinity Term 2011, will examine the theme of “Responding to Crises: The Past, Present, and Future of International Financial Institutions.” The “China” issue received 23 abstracts in total, with papers to be submitted by August 31, 2010. The issue on “International Financial Institutions” is accepting abstracts until July 16, 2010, with papers due by October 8, 2010. In line with the journal’s changing structure, each of these forthcoming issues will also contain a section of articles on general issues of international affairs, which accepts submissions on a rolling basis.

Recruitment Targets

This year, *STAIR* continued its recruitment efforts, targeting both new and returning St Antony’s students as well as students in relevant departments across the University. As such, *STAIR* was able to recruit many individuals to fill positions on the journal and draw strong attendance at its events. Two of our four editors, for example, were not students at St Antony’s, reflecting *STAIR*’s openness to all graduate students of the University.

Following elections at the end of Trinity Term 2010, all positions on *STAIR*’s Executive Committee will be filled. Still, Michaelmas Term 2010 will be marked by a strong push for the recruitment of general members, focusing on drawing incoming and returning students, both at St Antony’s and the University at large.

Revenue and Awareness Targets

Once all *STAIR* issues become available online, a concerted campaign to sell individual and especially institutional online subscriptions will begin. While print sales will still be important for *STAIR*’s income, online sales will hold the potential for

tremendous revenue for the journal and, at the very least, will be the key to recovering *STAIR*'s annual fee to IngentaConnect. As discussed earlier, it is hoped that by including a general section in each issue and by making all *STAIR* issues available online, the journal's profile and readership will be considerably broadened.

To conclude, *STAIR* has had a landmark year. The *Review's* fifth anniversary provided an opportunity to reflect on the journal's history and consider ways to build on past successes. As such, in addition to reforming its structure to include both themed and general sections, the *Review* has taken the initial steps towards making its issues available online. The addition of the general section will serve to ensure the high quality of the journal's content, and both initiatives will serve to increase *STAIR*'s profile, readership, and overall impact. *STAIR* will carry these initiatives forward in the coming year, ensuring that *STAIR* remains an institution at St Antony's, the University of Oxford, and beyond for years to come.

Annex A: Organizational Structure

Managing Director	Nicole De Silva
Treasurer	Evert Faber van der Meulen
Sales and Marketing Officer	Sitara Thobani
Liaison Officer	Adam Freeman
Public Relations Officer	Nina Hall
Editors	David Blagden, Grace Bolton, Justin Hempson-Jones, Sarah Steele, Linda van der Horst
Associate Editor	Laurence McGivern
Chief Copy Editor	Nora Stappert
Production Editor	Nicole De Silva
Editorial Committee	Martin Deleixhe, Beth Foley, Annika Greup, Sophia Mann, Jane Park, Andrea Rüdiger, Katri Saarenheimo, Jaemin Shim, Henning Tamm, Diarmuid Torney, Christopher Wratil
Advisory Board	Professor Nancy Bermeo Dr Alexander Betts 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 Dr Noa Schonmann 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 issues containing academically rigorous articles both on a set theme and on general international affairs issues.

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 (Themed Section), an Editor (General Section), a Managing Director, a Production Editor, a Sales and Marketing Officer, a Treasurer, a Liaison Officer, a Senior Member, a Public Relations Officer, a Chief Copy Editor, and a Book Reviews Editor.

SECTION 2. The Editors (Themed Section) 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. In collaboration with the Editor (General Section), 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. With the Editor (General Section), 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 (Themed Section) and the Editor (General Section) as well as between them and other members of STAIR. It shall contain a proposed time-line for the solicitation and selection of abstracts and articles for the themed section, 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, Liaison Officer, and Editor (General Section), 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 in its themed section; the identity of peer reviewers is to be kept confidential by the three 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 to the themed section, including notification of revisions, acceptance, and rejections.

J. With the Editor (General Section), 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 for its themed section among the Membership and consider any comments received from members when recommending abstracts or articles.

L. Compile a list of recommended abstracts for selection for the themed section 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 in the themed section 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 Editor (General Section) 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. In collaboration with the Editors (Themed Section), be in charge of the contents of the two journal issues published during the term for which he or she has been elected under Article VIII, Section 1. This includes direct responsibility for solicitation and presentation to the General Meeting of articles as well as supervisory responsibility for the selection of articles for peer-review, for the peer-review and corrections process, and for copy-editing and final proof-reading.

D. With the Editors (Themed Section), present to the General Meeting an outline for the production of the issue. 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 Editor (General Section) and the two Editors (Themed Section) as well as between them and other members of STAIR. It shall contain a proposed time-line for the selection of articles for the general section, 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. Conduct, in cooperation with the Managing Director, Liaison Officer, and Editors (Themed Section), STAIR's official correspondence and report on STAIR's activities at the Annual General Meeting.

F. Perform other duties and functions as are authorized by the Executive Committee or these Bylaws.

G. Coordinate the peer-review process for all articles submitted to STAIR for publication in its general section; the identity of peer reviewers is to be kept confidential by the three 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.

H. Conduct appropriate correspondence on behalf of STAIR with the authors of all submissions to the general section, including notification of revisions, acceptance, and rejections.

I. With the Editors (Themed Section), make any final editorial decisions as are necessary in accordance with the objectives of STAIR as set forth in these Bylaws.

J. Circulate all articles and anonymized peer-review comments received by STAIR for its general section among the Membership and consider any comments received from members when recommending abstracts or articles.

K. Compile a list of recommended articles for selection for the general section 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.

L. Following peer-review, compile a list of recommended articles for publication in the general section of the forthcoming issue 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.

M. Report regularly to the General Meeting.

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. Thus, the Managing Director shall:

(i) maintain a register of the members of the Club, which shall be available for inspection by the Proctors on request;

(ii) give notice of meetings of the members and the Committee;

(iii) draw up the agenda for and the minutes of those meetings;

(iv) notify the Proctors promptly following the appointment and resignation or removal of Office Holders and other members of the Committee;

(v) advise the Proctors promptly of any changes in these Bylaws;

(vi) notify the Proctors not later than the end of the second week of every Full Term of the programme of meetings which has been arranged for that term (e.g., by providing them a copy of the term card);

(vii) provide the Insurance Section with full details of any insurance cover purchased from or through a national governing body pursuant to paragraph 2(b) of the Oxford University Clubs Committee's Pro forma Constitution of a Non-Sports Club; and

(viii) inform the Proctors if the Club ceases to operate, or is to be dissolved, and in doing so present a final statement of accounts (the format of which the Proctors may prescribe).

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 Officers' 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 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 Liaison Officer shall:

A. Serve on the Executive Committee.

B. Represent, in cooperation with the Managing Director and the Editors, STAIR to St Antony's College; all other relevant college and university boards and personnel, including the Courts of the University and other University authorities; and all institutions and organizations external to the College and the University.

C. Keep proper records of STAIR's external relations.

D. Perform other duties and functions as are necessary and authorized by the Executive Committee.

E. Report all activity on an ongoing basis to the Managing Director.

F. Regularly report to Members at the General Meeting.

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. Organize the launch events and any other public events hosted by STAIR.

B. Report all activities on an ongoing basis to the Managing Director and the Editors in charge of the issue related to particular PR activities.

C. Report to Members at the General Meeting.

SECTION 10. The Chief 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 II. The Book Reviews Editor shall:

A. Be in charge, in close cooperation with the Editors (Themed Section) 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 (Themed Section) of the issue in current production.

F. Report to Members at the General Meeting.

SECTION II: The Senior Member shall:

A. Fulfill the tasks outlined in the University of Oxford Regulations governing clubs, societies, and publications. This includes being available to represent and speak for the Club in the public forum, and before the Courts of the University and the University authorities.

ARTICLE V. EXECUTIVE COMMITTEE

SECTION 1. The Executive Committee shall consist of the four Editors (Themed Section), the Editor (General Section), the Managing Director, the Treasurer, the Sales and Marketing Officer, the 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 six of the eleven 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, Sales and Marketing Officer, Treasurer, Liaison Officer, Editor (General Section), and Production Editor 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 (Themed Section) 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, Chief Copy Editor, and Book Reviews Editor will take place each time a pair of new Editors (Themed Section) 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, Sales and Marketing Officer, Treasurer, Liaison Officer, Editor (General Section), and Production Editor shall serve for a period of one year. The Editors (Themed Section) shall serve until the issue in their responsibility is published and new Editors are elected (usually one year). The Public Relations Officer, Chief 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.