



St Antony's  
International  
Review



Annual Report 2012

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# St Antony's International Review Annual Report 2012

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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, Acting Warden of St Antony's College

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## *Review of the Year*

### *Publications*

During the academic year, *STAIR* publishes two issues. The first issue—*STAIR*'s fourteenth issue overall—focused on the theme “The Challenges of Illicit Economies” (Vol. 7, No. 2), while the second issue focused on “The Knowledge Commons: Research and Innovation in an Unequal World” (Vol. 8, No. 1). Reaffirming *STAIR*'s founding principles, both issues included contributions by leading academics as well as emerging scholars.

### The Challenges of Illicit Economies

The first themed issue, “The Challenges of Illicit Economies” was designed to tap into the growing discussion of illicit economic practices. Whether in the form of piracy, prostitution, people trafficking, the sale of counterfeit goods, or the trade of illegal drugs, illicit economic processes are emerging not as small ephemera only of interest to niche specialists, but as an interdisciplinary field of activity shaping individual lives and societies across the world. However, such accounts have often focused on the vast scale and violence of the illicit, with what Peter Andreas has termed “a sky is falling” mentality. However, since pioneering works such as Janet MacGaffey's *The Real Economy of Zaire*, the contribution of the illicit and informal to social life has been recognized in, amongst other fields, sociology, economics, and political science. The purpose of this edition of *STAIR*, then, is to showcase work which takes the insights of this literature to new territories and in new directions. We received a strong set of submissions, from which we selected five pieces from young academics which further conceptual understandings of illicit economic activity and move beyond a mere prosecutorial/policing focus by providing theoretically rich analyses of different forms and contexts of illicit economies, and of their complex relationship to the states in which they operate. These are nuanced discussions of the place, function, and effect of diverse forms of illicit activity, many of which are informed by discussion with local people and policymakers in the states in which they live. Our authors examine five very different contexts—the mines of eastern Congo, the streets of Johannesburg, the burgeoning Nigerian film industry, the transitional democracies of Bulgaria and Latvia, and the Colombian-Ecuadorian borderlands—to substantially enrich our understanding of the illicit. Those pieces are:

- “The Informal Economy and Resource Exploitation in the Democratic Republic of Congo” by Carol Jean Gallo

- “The Art of Separating Out: Zones of Qualification and the Production of Illicit Economies in Johannesburg's City Improvement Districts” by Peer Schouten
- “Marketers and Pirates, Businessmen and Villains: The Blurred Lines of Nollywood Distribution Networks” by Cole Paulson
- “Transitions to Democracy or Transitions to Organized Crime: The Relationship Between Organized Crime and State-Building” by Daniela Ivanova
- “Arrangements of Convenience in Colombia's Borderlands: An Invisible Threat to Citizen Security?” by Annette Idler

The edition was launched at a strongly attended event in the large lecture theatre of the Manor Road Building, with presentations from Johnny Steinberg, Christine Cheng, Neil Carrier, and Carol Gallo.

### The Knowledge Commons: Research and Innovation in an Unequal World

Volume 8, Number 1 of *STAIR* addresses the topic: “The Knowledge Commons: Research and Innovation in an Unequal World.” The last decade has witnessed a flowering of theoretical and empirical work on the knowledge commons, however the role of inequality in the knowledge commons is far less explored. Unequal access, use, and management of knowledge pose substantial threats to the common flow of knowledge and thereby seem to undermine the capacity of weaker individuals to innovate solutions to their context-specific problems. Such inequality ranges from the regional dynamics between the global South and the North, to the local dynamics of class, race, and gender. This edition of *STAIR* brings together work from international law, bioethics, political science and philosophy. The editors invited contributors to consider the way in which knowledge commons emerge in the context of regional and local inequality, and the way in which they are they shaped and threatened by such inequality.

The first article, by Charlotte Hess, “The Unfolding of the Knowledge Commons,” functions as a postscript to *Understanding Knowledge as a Commons*, the volume edited by Hess and Elinor Ostrom. She outlines the rich international flowering of literature in the intervening years and uses this to identify major lacunae and possible new directions. The principles of local commons, Hess argues, have not yet been tested against global commons, such as the Scientific Electronic Library Online (SciELO), African Journals Online (AJOL) or Wikipedia. Moreover, while knowledge flows in both directions between the South and the North, more work needs to be done on how regional

inequalities sharpen and transform existing challenges such as predatory capture or “enclosure” of local commons by global actors.

George Caffentzis, in “The Making of the Knowledge Commons: From Lobsters to Universities,” considers the conceptual challenges to creating a global knowledge commons. He outlines the possible characteristics of a global knowledge commons, in light of the principles and insights of a commonly-managed physical resource, namely lobster stocks off the coast of Maine. Caffentzis stipulates three considerations which he sees as essential to the creation of a system of common management of any resource, and extends them to the sphere of knowledge, emphasizing the sheer scale of the task which creating a common management model for knowledge entails. Caffentzis suggests that what is required is “social imagination and collective will” several levels ahead of the status quo – a note of caution echoed in the remaining papers in the themed section. While the prospects for the proliferation of common knowledge resources are rich and diverse, it is crucial that those engaged in theorizing their emergence remain judiciously realistic. The “state of play” is in some cases far removed from the kind of ideal towards which Caffentzis gestures, which makes the need for a coherent strategy for the creation of the knowledge commons even more pressing.

Jorge Contreras’ piece, “Open Access Scientific Publishing and the Developing World,” offers initial suggestions for just such strategies to escape current constraints on the treatment of knowledge as a resource. Contreras distinguishes between trends in research consumption and production in the developing world under different Northern models of open access to information, arguing that the consumption of scientific literature by Southern researchers will benefit noticeably from open access models, but the production of high-quality Southern research will require additional legal and institutional promotion. Contreras offers a series of proposal recommendations designed to give researchers access to the highest-quality journals in the developing world, and allow Southern researchers to gain purchase within South-focused publications. Similarly, he advocates a shift away from the heavy reliance of Southern institutions on “information philanthropy,” which crowds out “home-grown” research before it has a chance to develop—a shift, he argues, that would allow the full potential of open access to knowledge from the global South to be realized.

The article by Bettina Schmietow, “Conceptualizing the Commons: Genetic Resource Management, Property Claims, and Global Innovation Ethics,” highlights the tensions in contemporary legal and philosophical treatments of private, common, and public ownership

claims over plant genetic information. She suggests that these tensions between private and public aspects of sovereignty and the commons aspect of global access to knowledge reflect new conceptual challenges posed by the global regulation of this specific form of knowledge, whose resolution may contribute to the development of a richer, more nuanced approach to the management of global resources. Schmietow explores the conceptual divide between the physical resources to which commons models have so far been applied, and the more unique, intangible aspects of knowledge, and offers a normative vision of global resource management from which knowledge commons discourse would greatly benefit.

Philippa Crane, in “Overcoming issues of Exploitation in Integrating Indigenous Knowledge with Western Science through Implementation of a Participatory Model,” moves the discussion of the knowledge commons onto the dangers of exploitation through imbalances of power and agenda control. Crane uses the case of drug innovation in India to illustrate a model of rapprochement between parallel knowledge systems, as advocated by NGOs involved in community-based projects for the production and dissemination of products grounded in indigenous knowledge. Crane suggests that such a bottom-up framework helps address a tacit dimension of knowledge by transferring ‘ownership’ of knowledge directly to the communities that produce it. Crane explores the advantages of her model to creating of relationships of trust between agents, and its mitigating impact on systems of exploitation, through its development of social capital—both within medical research and more generally in areas of informational innovation.

In “Statistics of Identity: Representation of Minority Groups in the Population Census,” the final article in the themed section, Nitzan Peri-Rotem tackles head-on the concerns of engagement and domination, and their impact on the production of knowledge. Using the evolution of the treatment of ethnicity and religion in the UK population census as a case-study, she identifies a growing recent trend in minority groups’ claims to statistical representation, aimed at achieving societal recognition and effecting changes in public policy. The peculiar appeal of population censuses to governance structures, societal associations, and individuals, derives from their unique combination of raw political power and the most basic epistemic underpinnings of knowledge and understanding. Peri-Rotem characterizes agenda control over the substance and methodology of census-taking as the locus of political influence par excellence, suggesting that a move towards a more engaged, “open source” framework for the creation of population censuses may help mitigate

instances of segregation between societal sub-groups, or exclusion of minorities from political recognition.

The themed section closes with an interview stair conducted with Nicoli Natrass concerning her experiences as an academic and practitioner with regards to the regional politics of HIV/Aids research.

### General Sections

The General Section of *STAIR* is now established as a vibrant, engaging part of the journal. The section was started in 2010 to broaden the authorship beyond the selected special issue themes, establish an ongoing readership, and increase the profile of the journal. We have made progress on all three fronts.

The 2011 General Section call for papers solicited interest from academics, students and policy-makers from around the world. We had submissions from universities in Hyderabad, Bristol, Sydney, Nigeria and Cologne on issues ranging from corruption to cosmopolitanism. In keeping with *STAIR* tradition, the authors ranged from senior academics to graduate students.

For the first issue we selected three articles which investigated the role of domestic factors on international political change. The section began with an article on women's rights and Islamism in Tunisia by Monica Marks, an MPhil candidate at Oxford whose research has also been published in the New York Times. Marks argued that Ennadha, Tunisia's populist Islamist party, is an avenue for Tunisian women to gain power and promote social change. Her argument was particularly timely given Ennadha won the majority of seats in the first post-revolution democratic elections in October 2011. The second article, written by Prof. Patrick James of the University of South California, argued for the integration of systemism into complex deterrence theory. James used systemism to generate a series of figures mapping out the lead-up to the Iraq war. Finally Tiang Hoo, a DPhil Candidate at Nuffield College, issued an important corrective to the scholarship on Taiwan-China relations by arguing that the rapprochement is unlikely to lead to unification.

The General Section was particularly busy in the November 2011 to January 2012 period. As these above three articles went into copy-editing and production we received our next batch of submissions. Almost all were sent on to peer review, reflecting their high quality, and we received comprehensive peer reviews from senior academics around the world including: Professor Gareth Evans (Chancellor of



Australia National University and previous Foreign Minister for Australia); Professor Ian Taylor (Professor of International Relations and African Politics, Edinburgh University) and Professor Clive Moore (Professor of History at University of Queensland). The high quality of peer reviews greatly benefitted all authors, even those whose articles were not submitted, as well as the overall General Section. Soliciting senior academics to review articles also bolstered the readership and profile of the journal significantly. *STAIR* would do well to continue this trend in coming years and maintain these relationships with past reviewers.

The second General Section of 2012 had a sub-theme on humanitarian intervention. We continued our coverage of the Arab Spring by opening with an article on the international intervention in Libya. Ruben Reike was particularly interested in the evolving nature of the “Responsibility to Protect” (R2P) norm, and drew out several critical lessons from the Libya intervention for the implementation of R2P. The next article on Australian intervention in the Solomon Islands stood in stark contrast to Reike’s. While in Libya intervention was coercive and without state consent, the Solomons explicitly requested Australian military assistance on three occasions but Australia was reluctant to offer this until 2003. Isaac Hollis (Department of Prime Minister and Cabinet, New Zealand) claimed it was Australia’s participation in the war in Iraq which fuelled a sense of pride and confidence and ultimately led it to intervene in the Solomons.

Finally we continued the trend set in the first year of the General Section and included a rejoinder to the previous issue *Illicit Economies* (vol. 7, no.2). Laura Seay, Assistant Professor at Moorehouse College, responded to Carol Jean Gallo’s article: “The Informal Economy and Resource Exploitation in the Democratic Republic of Congo (DRC)”. She agreed with Gallo that boycotts of “conflict minerals” have unintended consequences. However, she urged Gallo to take her analysis one step further and make policy recommendations to US advocacy groups who assume that implementation of the Frank Dodd Act is a means to stop conflict in DRC.

The General Section finished the year in excellent shape, with two articles already provisionally accepted by peer reviews. This creates a strong foundation for the next General Section editor, Katharine Millar, to work from. It also bodes well for the section that we are now receiving more articles of publishable quality than we can print in a single issue of *STAIR*.

The General Section benefitted greatly from the advice of *STAIR* stalwarts in particular the advice of David Blagden, Henning Tamm

and Diarmuid Torney. It is indebted to the great leadership of Christine Hobden, and the superb organisation of chief copy-editor Elizabeth Finneron and chief production editors Ellen Ravndal and Barry Maydom. Many thanks also to the rest of the *STAIR* editorial team and committee.

### *Events*

#### The Challenges of Illicit Economies Launch

2012 saw another round of successful and engaging *STAIR* events. On 23 February 2012, *STAIR* held a panel discussion on “The Challenges of Illicit Economies for States in Transition”, hosted at the Manor Road Building Lecture Theatre, with the support of the Department of Politics and International Relations. The event was well-attended by approximately thirty to forty people, including *STAIR* alumni and a wealth of newcomers, who listened to Dr. Jonny Steinberg (Lecturer in African Studies), Dr. Neil Carrier (Centre for African Studies), Dr. Christine Cheng (Bennett Boskey Fellow of Politics and International Relations at Exeter College), and Carol Jean Gallo (PhD Candidate, Cambridge). This *STAIR* debate focussed on both the challenges and opportunities presented to states in transition in terms of authority, legitimacy, and the rule of law.



The panelists and the editors of the illicit economies issue. From left to right: Dr. Neil Carrier, Dr. Christine Cheng, Rachael Crook, Will Jones, Carol Jean Gallo, and Dr. Jonny Steinberg.

## The Knowledge Commons: Research and Innovation in an Unequal World Launch

Just as this report goes to print, *STAIR* celebrates the success of yet another excellent launch, held on 17 May 2012. The panel debate, entitled “The Knowledge Commons: Research and Innovation in an Unequal World”, generously hosted at the lovely Queen Elizabeth House by the Department of International Development, was extremely well-attended by members from across the Oxford community, including development, anthropology, politics, law, and computer science. Approximately thirty to forty people gathered to listen to, question, and engage with Dr. Claire Wardle (Digital media consultant, formerly of the BBC, currently a representative of crowd-sourcing platform Ushahidi and Storyful media), Dr. Cristobal Cobo (Research Fellow, Oxford Internet Institute) and Scott Hale (DPhil Candidate, Oxford Internet Institute) discuss the promise for social inquiry held by “big data” crowd-sourced from internet platforms such as Wikipedia and Twitter, as well as the potential opportunities and pitfalls of academic movements towards open access to research. The event was moderated by Professor Timothy Garton Ash (Professor of European Studies and *STAIR* Advisory Board member) in his capacity as Director of the Free Speech Debate.

*STAIR* was pleased to collaborate with the Free Speech Debate in co-hosting and promoting the event. Significantly, for the first time *STAIR* was able to record the launch debate as a podcast, to be made available online to those who could not be in attendance. The positive reception of this choice, and its subsequent raising of our online profile, ensures that this will be an option *STAIR* will continue to pursue in the future.



The panelists and the editors. From left to right: Nimi Hoffmann, Dr. Claire Wardle, Professor Timothy Garton Ash, Dr. Cristobal Cobo, Marius Ostrowski, and Scott Hale.

### *External Relations*

In Trinity Term 2012, the in-coming and out-going Managing Directors, Ellen Jenny Ravndal and Christine Hobden respectively, met with St Anthony's College Acting Warden Rosemary Foot. The meeting focused on the Advisory Board and on *STAIR*'s subscriptions situation. Professor Foot gave advice on potential new additions to the Board, and on how *STAIR* can best utilize the wisdom and connections of the Advisory Board. We also discussed the upcoming issue on "Power, the State, and the Social Media Network".

*STAIR* continues its official affiliation with the University of Oxford. The journal took advantage of the University-wide societies fair at the start of Michaelmas Term 2011 to attract a pool of ongoing members and mailing-list subscribers from a wide selection of Colleges. Once again, going into the 2012–13 year a number of Colleges are represented in the journal's Executive Committee. Another benefit of our close ties to the University of Oxford is our ability to connect with other student organizations that deal with international relations.

*STAIR* continues to develop its relationship with IngentaConnect, which hosts all *STAIR* issues online, providing access for both individuals and institutions. This past year, *STAIR* collaborated closely with Ingenta to negotiate alternate payment structures. We have also

maintained strong links with Ridgeway Press for the publication of the print version of *STAIR*. *STAIR* has tried to continue its relationship with Blackwell's, which used to stock and sell the journal, and host some of the launch events. In the last few months this relationship has proved difficult to maintain, but we fully intend to restore it as this offered an important venue for visibility and sales of the journal.

In the last year we have also taken initial steps towards closer cooperation with the Department of Politics and International Relations. *STAIR* already participates at information meetings for incoming graduate students, and the majority of *STAIR* members are students in this department. We plan to send a proposal for more formal relations within the next year. Additional exploratory meetings have been held with the IR society, but as of yet no solid relationship have been established.

*Subscriptions and downloads*

*STAIR* continues to be available both in print and online. For 2012 we have 10 online institutional subscribers.

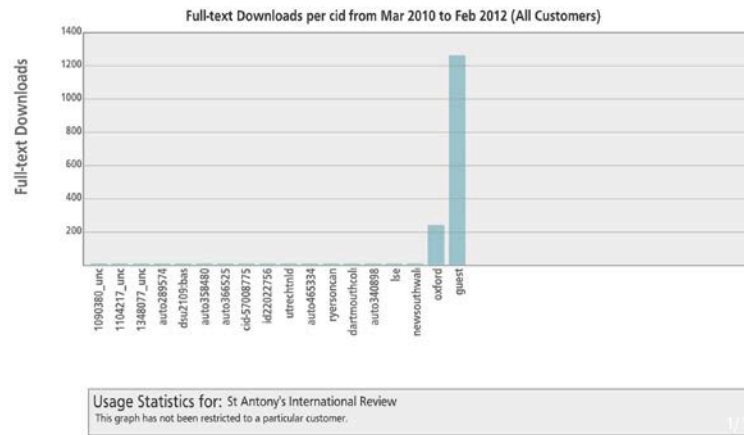
<b>Online Institutional Subscriptions 2012</b>
University of Utrecht
London School of Economics and Political Science
Dartmouth College
Peace Palace
University of New South Wales
University of Ryerson
ChengChi University
European University Institute
University of Ottawa
University of Auckland (awaiting payment)

Four institutions (Cornell University, St Antony's, Nuffield, and the United Nations University in Tokyo) subscribe to the print edition.

The print edition also has 10 individual subscribers via PayPal, and 2 individual subscribers via other payment methods.

Oxford University has failed to pay for its online access, but has nevertheless had access since the start. This is a situation we are working on, especially given that if they start paying *STAIR* will be close to a position where the annual cost of hosting the journal on IngentaConnect will be recovered by institutional subscriptions.

The following image generated by IngentaConnect shows the number of full-text downloads of articles from the website from March 2010 to February 2012.



Each of the columns represents a subscriber. The second tallest is Oxford University with almost 250 downloads. The tallest by far is “guests”, which includes both downloads of free content and people who buy access to single articles and issues. The other subscribers have hardly downloaded anything at all, which points to the fact that *STAIR* is still not well known outside Oxford, and indicates that this is something we need to be focussing on.

### *Organizational Structure*

*STAIR* held two elections during this year. In Michaelmas Term 2011 the following were elected to fill vacant positions for the 2011-12 academic year:

Chief Copy Editor	Elizabeth Finneron-Burns
Production Editors	Barry Maydom Ellen Jenny Ravndal
Sales and Marketing Officers	Verity Robins Laura-Marie Töpfer
Events Manager	Katharine Millar
Webmaster	Raluca Besliu
Book Reviews Editor (“Knowledge Commons”)	Krzysztof Kokoszczynski

The annual elections of *STAIR* were held in Hilary Term 2012, organized by outgoing Managing Director Christine Hobden. The election results were as follows:

Managing Director	Ellen Jenny Ravndal
Treasurer	Julia Costa Lopez
General Section Editor	Katharine Millar
Editors (“Social Media” Issue)	Scott Hamilton Benjamin Martill

All of them will serve until the end of Hilary Term 2012. The positions of liaison officer and sales and marketing officer were not filled at this election. At the beginning of Trinity Term James Hollway agreed to serve as liaison officer and Barry Maydom joined the sales and marketing team. These will be confirmed in elections at the end of Trinity Term 2012 when we also elect editors for the second forthcoming issue on “The Gendered Refugee Experience”.

## *Financial Statement*

### *Income*

This year the total income was GBP6164.25, a considerable increase from last year's GBP3418.25. Total sales contributed with a total GBP2821.25, roughly 45% of total income. The majority of this comes from online institutional subscriptions, which have increased to reach a total of ten for the year 2012. Of these, we have received payment from nine, and are waiting for the remaining one to pay after the invoice was sent in early May. We have also received four payments for online institutional subscriptions for the year 2011.

There has been a decrease in the income from individual subscriptions and sales at launch events, which combined amount to a total of GBP286.00. This is in part due to the fact that many individual subscriptions though PayPal have been cancelled over the year and to the end of the agreement with Blackwell's. In this sense, further sales and marketing efforts should be made to increase the number of individual subscriptions.

The assistance from various funds at St. Anthony's College has once again been essential, amounting to a total GBP3343.00. This includes two grants amounting to GBP843.00 from the St Anthony's Graduate Common Room (GCR) and GBP500.00 from the St Anthony's College Annual Fund to cover the cost of launch events. Moreover, this year we have also received an additional GBP2000.00 from the college Academic Dividend Fund which was requested in order to allow *STAIR* to pay off its debts that had arisen as a result of a combination of the challenge of hosting the journal online, and an unfortunate incident of poor bookkeeping whereby there were a number of unpaid bills coming into the new year. This grant has allowed *STAIR* to be in a financially stable position, and, with the new subscriptions this year, this is a position we are confident we will be able to maintain.

Finally, there are a few outstanding payments and income. Apart from the one online institutional subscription mentioned above from which we are awaiting payment, it is worth noting that there is an unresolved financial situation with the University of Oxford, as we are still awaiting payment from previous years as well as the current one. The sales from the last launch event, hosted on 17 May 2012, are not reflected in this report either.



### *Expenses*

This year's total expenses were GBP3085.00. The vast majority, almost 80%, of these were printing costs, which amount to GBP2416.00. It is worth noting, however, that only GBP1225.00 of these corresponded to the two issues published since the last report. The remaining GBP1191.00 were the 2010/11 academic year's printing costs. It is worth noting that Ridgeway Press revised their price and increased their fees to GBP630.00 for the printing of the last issue (in the previous pricing scheme, these would have been GBP590.00), and that financial planning from now on should reflect this increase in costs.

After the new negotiated payment plan with IngentaConnect, the amount that can be included in this report has dramatically decreased from last year's payment of GBP2056.25. The first of the four instalments, paid in March, is for a total of GBP437.50. Once the remaining three instalments are paid, the IngentaConnect fee should once again be the greatest expense for the journal. The healthy state of the journal's accounts, however, does not raise any concern about whether it would be possible to make these payments. In this sense, it is worth noting that the annual income from Online Institutional Subscriptions (which for ten subscribers at a 176.25 rate would amount to GBP 1762.50, or with Oxford: GBP1938.75) is almost enough to entirely cover this cost, and that it would only be necessary to get another subscription to completely cover this fee.

Finally, issue launch and recruitment costs this year are GBP218.38, slightly down from last year's GBP283.45. It is worth noting that this has included both recruiting events at the beginning of Michaelmas term 2011 and two successful launch events held in March and May 2012, as well as some entertainment costs for the copyediting process. Finally, GBP7.00 were spent to pay the annual fee for the [www.stair-journal.org](http://www.stair-journal.org) domain.

### *Outlook*

*STAIR* acquired a substantial profit of GBP3079.25 this year, which represents a great increase from last year's 102.70. While this is not an accurate depiction of the general turnover, given the Academic Dividend grant and the payment of the IngentaConnect fee in instalments, it is also worth noting that the increase in online subscriptions contributed to this increase. Apart from the healthy accounts situation, it is also worth noting that we have closed the journal's account at National Westminster Bank, and opened a new one at HSBC, which offered the possibility of online banking as well as

of having an institutional Debit Card, both of which substantially facilitate the management of the journal's accounts.

*Consolidated balance sheet*

<b>INCOME</b>	
Sales	
- Online Institutional Subscription	2291.25
- Individual Subscriptions	286.00
- Activities and petty cash	244.00
Grants	
- GCR Funding	843.00
- St Anthony's Academic Fund Grant	2000.00
- St Anthony's College Funding	500.00
<b>TOTAL INCOME</b>	<b>6164.25</b>
<b>EXPENSES</b>	
Printing	-2416.00
IngentaConnect	-437.5
Launch and Recruitment	-218.38
PayPal Fees and Website	-13.12
<b>TOTAL EXPENSES</b>	<b>-3085</b>
<b>TOTAL BALANCE</b>	<b>3079.25</b>

## *Future Objectives*

### *Forthcoming Editions*

The themes for the 2013 issues were discussed and selected at the end of Michaelmas Term, with a section on “Power, the State, and the Social Media Network” for the February 2013 issue and a section on “The Gendered Refugee Experience” for the May 2013 issue.

The first 2013 edition of *STAIR* will thus focus on the rapidly proliferating interdependence and interconnection between social media, power, and the state. Billions of people around the globe now use online and mobile social media networks as their primary source for political and social communication, discussion, and education; they are quickly becoming a facet of everyday life. From the Arab Spring uprisings and the London riots to the “blackout protests” against US internet legislation, it is apparent that social media networks are also impacting our state and our political and juridical structures in new and profound ways. They present the possibility of transcending territorial borders and circumventing and overcoming local political powers and authorities; they are, perhaps, beyond all state and social control. These are the sort of topics that will be explored in the next issue of *STAIR*.

At the time of writing the editors are in the process of selecting from among 20 submitted abstracts. The papers are due by 31 August. The editors are also looking to assemble a panel of peer reviewers and to find someone to interview on the subject. All suggestions are welcome at [scott.hamilton@politics.ox.ac.uk](mailto:scott.hamilton@politics.ox.ac.uk) or [benjamin.martill@politics.ox.ac.uk](mailto:benjamin.martill@politics.ox.ac.uk).

The second issue is still in its formative stages but the topic of “The Gendered Refugee Experience” received voted approval at the Michaelmas 2011 elections. Unfortunately, the two who proposed the topic will unexpectedly not be staying in Oxford next year, and we are therefore still looking for editors for this issue. The call for papers went out in the knowledge commons issue, and will also be distributed further over the next few weeks.

### *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. During the first weeks of the academic year, in addition to its traditional presence at St Antony’s

College Welcome Week events, *STAIR* participated in the University-wide Freshers' Fair, hosted at Examination Schools, and attended the DPIR graduate inductions. These efforts were highly successful, with hundreds of students signing up to the journal's mailing list. As such, *STAIR* was able to recruit many individuals to fill positions on the journal and draw strong attendance at its events. A number of the editors and committee members were not students at St Antony's, reflecting *STAIR*'s openness to all graduate students of the University.

Going into Michaelmas 2012 not all positions on the Executive Committee will be filled. The term will therefore be marked by a push both for general members and to find new book reviews editors, production editor(s), a chief copy-editor, and a webmaster. These officers do not have any work to do over the summer, and we are therefore confident elections in the middle of Michaelmas will be sufficient.

The most urgent task at the moment is to find editors for the refugee issue. One of the people who proposed the theme has started sending out the call for papers, and will be available to keep working on it over the summer, but we need at least one other editor who can stay on until the end of the process. It is unfortunate that we ended up in this situation, and for future selections of themed sections we should consider making it a formal demand that at least one of the sponsors of the theme have a guaranteed place in Oxford for the next year.

#### *Revenue, Subscriptions and Awareness Targets*

Over the year our sales and marketing team have started work on a database of university libraries throughout a number of countries with a view to launching a mass campaign to increase institutional subscriptions. This work is currently ongoing, and we hope it will lead to a marked increase in online subscriptions. With 10 (or 11) online institutional subscribers, *STAIR* is now close to being in a position where the annual fee to IngentaConnect will be recovered (if everyone pays). To remain in this good position we need to develop a solid system for sending out invoices and keeping up to date with payments for subscriptions. Partly because of the constant change of officers and members, institutional memory is one of the biggest challenges *STAIR* faces.

At the same time sales from hard copies are down. We have hardly any individual subscribers left, and during the last year the majority of sales of print issues have been from stalls at the launch events and in the college. As of May 2012 there are also no copies on sale in

Blackwell's. To reverse this development we need to push more for sales of the issue both in college and in various departments. It is also important to get back into Blackwell's. At the moment sales of the issue is not enough to cover the cost of printing them.

Overall, *STAIR* has undergone significant development in the past few years. With the continuation of the general section the journal has expanded its scope, with an online presence it has also become more visible, and with more institutional subscribers is on its way to becoming financially stable. The main tasks for the next year will be to consolidate this situation and put in place the necessary systems to make the running of the journal go more smoothly.

## ***Annex A: Organizational Structure May 2012***

<b>Managing Director</b>	Ellen Jenny Ravndal
<b>Treasurer</b>	Julia Costa Lopez
<b>Sales and Marketing Officer</b>	Fabian Guy Neuner, Barry Maydom
<b>Liaison Officer</b>	James Hollway
<b>Public Relations Officer</b>	Katharine Millar
<b>Webmaster</b>	Raluca Besliu
<b>Themed Section Editors</b>	Scott Hamilton, Benjamin Martill
<b>General Section Editor</b>	Katharine Millar
<b>Chief Copy Editor</b>	Elizabeth Finneron-Burns
<b>Production Editor</b>	Barry Maydom, Ellen Jenny Ravndal
<b>Editorial Committee</b>	Tanvi Bhaktal, Aveek Bhattacharya, Elizabeth Chatterjee, Julia Costa Lopez, Rachael Crook, Nicole de Silva, Danielle Defeo-Giet, Katherine Flynn, Adam Freeman, Kimberly Grauer, Nina Hall, Scott Hamilton, Christine Hobden, Nimi Hoffman, Nabila Hussein, Will Jones, Krzysztof Kokoszczyński, Katelyn Leader, Chloé Lewis, Barry Maydom, Katharine Millar, Fabian Guy Neuner, Brid Nighrainne, Marius Ostrowski, Ellen Jenny Ravndal, Nora Stappert, Annabelle Trojanek, Ariadna Tsenina
<b>Advisory Board</b>	Dr Roy Allison Dr Alexander Betts Dr Christopher Bickerton Dr Patricia Daley Dr Matthew Eagleton-Pierce Professor Rosemary Foot Professor Timothy Garton Ash Dr Sudhir Hazareesingh Dr David Johnson Professor Margaret MacMillan Dr Hartmut Mayer Dr Karma Nabulsi Professor Kalypso Nicolaïdis Dr Noa Schonmann Professor Duncan Snidal Professor Avi Shlaim Professor Steve Tsang

## ***Annex B: List of Online Institutional Subscriptions***

STAIR has 10 institutional subscribers for 2012. We are awaiting payment from one of them, because the invoice was only sent out in May.

<b>Online Institutional Subscriptions 2012</b>
University of Utrecht
London School of Economics and Political Science
Dartmouth College
Peace Palace
University of New South Wales
University of Ryerson
ChengChi University
European University Institute
University of Ottawa
University of Auckland (awaiting payment)

Oxford University is not on this list. It has never paid, but has nonetheless had access to the articles through IngentaConnect from the start. If Oxford starts paying this will bring STAIR to 11 subscribers, which is almost what we need to recover the fee of hosting the articles with IngentaConnect. One more online institutional subscription would be enough to reach this goal.

*Annex C: Bylaws*

**ST ANTONY’S INTERNATIONAL REVIEW BYLAWS**

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## ***PREAMBLE***

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

- To engender pioneering debate on contemporary and future issues of global relevance,
- To make a continuous and sustainable contribution to intellectual debates in international affairs,
- To 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 five Editors (four Themed Section Editors and one General Section Editor), a Managing Director, a Production Editor, a Sales and Marketing Officer, a Treasurer, a Liaison Officer, a Senior Member, a Public Relations Officer, a Copy Editor, and a Book Reviews Editor. Two of the five Editors in total at any one time must be St Antony's students. The Treasurer and 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. Serve on the Executive Committee.
- B. Serve as chairperson at the General Meetings. If the Managing Director is absent, Members at the General Meeting shall elect an ad-hoc chairperson by majority vote.
- C. Regularly update Members at the General Meeting on all matters of importance.
- D. Coordinate and supervise the activities of all Officers in order to ensure the academic and professional integrity of *STAIR*.
- E. Ensure the timely publication of all journal issues.
- F. Conduct *STAIR*'s official correspondence in cooperation with the Editors.
- G. Ensure that adequate advice and assistance are available to the Officers in the performance of their responsibilities as established in these Bylaws.
- H. Keep the official records of *STAIR*, including the minutes of each weekly meeting, all Executive Committee meetings, and the Annual General Meeting.
- I. 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.
- J. Distribute to all members, on a weekly basis, a copy of the minutes of the preceding week's meeting.
- K. Annually update and distribute current copies of the Bylaws to the Officers, Members, and Advisory Board by the end of Trinity Term.
- L. Keep full records of *STAIR*'s membership.
- M. Endeavour to recruit new Members including suitable candidates for all Officer's positions.
- N. Maintain the email lists of *STAIR*.
- O. Maintain contact with the College's Development Office and be in charge of all relations with alumni.
- P. Perform other duties and functions as are necessary and authorized by the Executive Committee.
- Q. 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 three 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 Liaison Officer 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. Represent, in cooperation with the Managing Director and the Editors, *STAIR* in all its relations with 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.

D. Keep proper records of *STAIR*'s external relations.

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

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

G. 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 and publicize 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 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 five Editors, 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 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, Treasurer, Sales and Marketing Officer, Liaison Officer, General Section Editor, 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 Themed Section 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 Themed Section 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, Treasurer, Sales and Marketing Officer, Liaison Officer, General Section Editor, and Production Editor shall serve for a period of one year. The Themed Section 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 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.