

# Interim Report

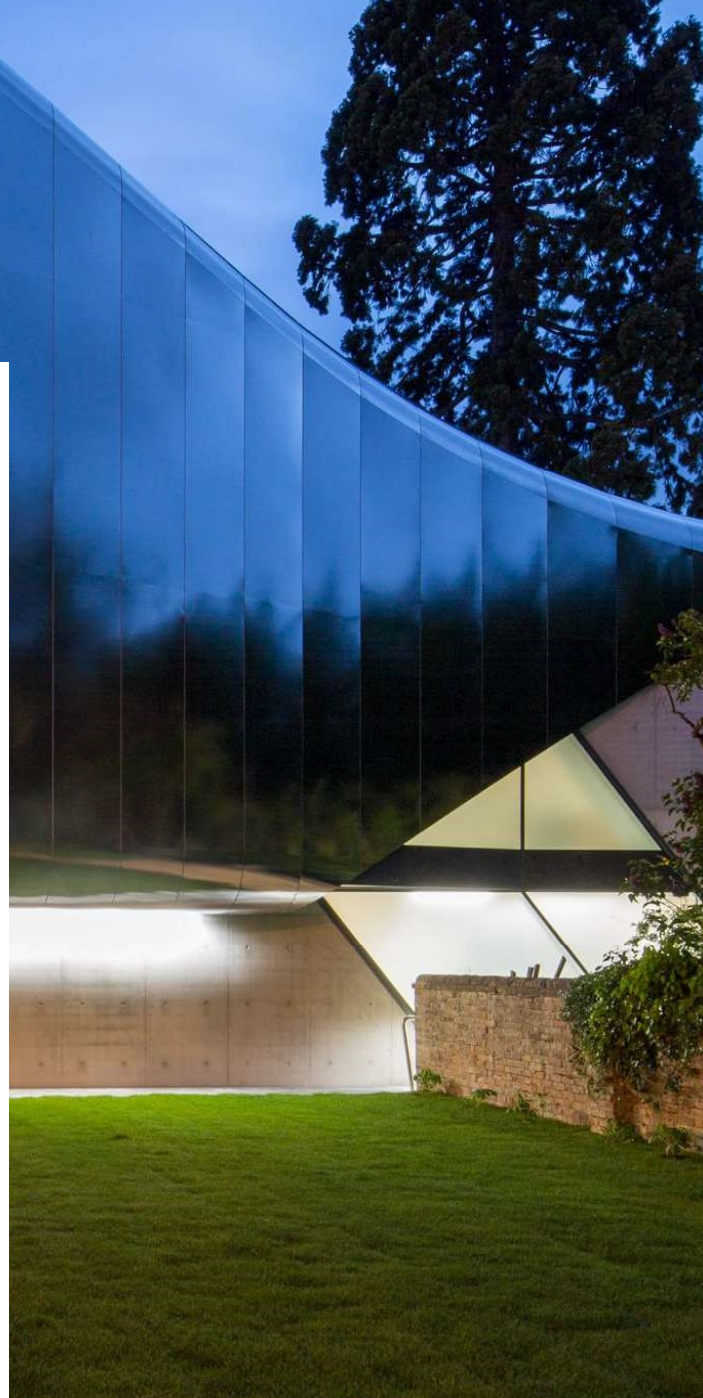
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**HILARY 2024**

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**St. Antony's International Review (STAIR)**  
**Author: Armin Safavi (Managing Editor)**



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# Letter from the Managing Editor

This report serves both as an interim report of STAIR's operations since the most recent report was published in 2020. It also serves as a template for future STAIR leadership to use or emulate if convenient. I have endeavored to make the report as comprehensive as possible while omitting unnecessary details or referring to links where they can be accessed at the behest of the reader.

The COVID-19 pandemic brought with it many challenges to the journal's operations including severe publication delays, a lapse in consistent communication with subscribers, proper compliance with internal and external governance and financial policies, a deterioration of organizational culture, and the demise of much of STAIR's institutional memory. Much of my tenure as Managing Editor has involved getting the journal back on track. This remains a work in progress, though I am confident that, as it currently operates, the journal has returned to its prior caliber. There is always room for improvement, and much time and resources have and will continue to be dedicated to moving the journal forward with a particular emphasis on improving its resiliency in the face of leadership transitions and the high staff turnover endemic to student organizations at graduate colleges.

Our progress thus far would have been impossible without the tireless commitment of many STAIR alumni who have also committed to service on STAIR's new steering committee. Miriam Pittalis, Treasurer of the 2020-2021 school year and multiple year editorial team member, is the closest thing to a guardian angel STAIR has ever had. For years after her tenure, after her graduation, during travel, and now, during her professional career, she has remained a faithful steward of the journal. It was through Miri that I was able to procure nearly all of STAIR's files since the journal was founded, years of financial statements, up to date banking information, logins for various accounts, and most crucially, sage advice.

Alongside Miri, Sasha Diouk has been a stalwart support system of mine, who, as a past Managing Editor, has made tremendous contributions to the journal's managerial and editorial direction. She is direct, experienced, and analytical, and I am grateful that I have the good fortune of being able to get sincere answers to sincere questions. Finally, Marco Moraes, Managing Editor for the 2016-2017 school year at a very critical juncture in the journal's history, has continued to be more accessible than I could reasonably expect given the demanding nature of his work with the United Nations. Amid travel and arrears more pressing than the last, he has consistently made time to keep in touch, is incredibly responsive, and has been an invaluable source of counsel.

I am also thankful for the opportunity to have had personal phone calls with several other STAIR alumni, the vast majority of whom now work as academics, policy scholars, and in related fields. As unsurprising as this is, given the capability of my predecessors with which

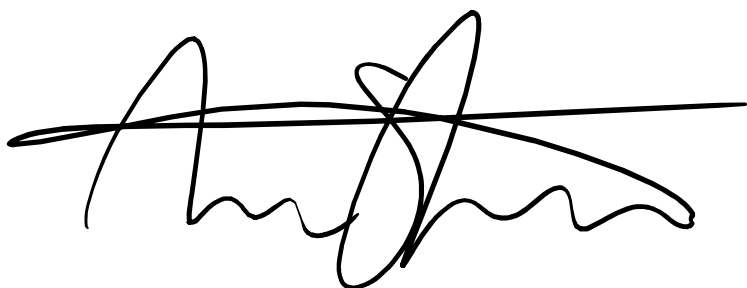
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this journal has been spoiled, I would nonetheless like to extend heartfelt gratitude to Noa Schonmann, Diarmuid Torney, Patrick Quinton-Brown, George Hadjipavlis, and Marios Charilaou, the latter of whom I also had the pleasure of working with when he was Managing Editor, and I Deputy Managing Editor, Publications, under his management.

It would also be remiss if I did not thank Filiz McNamara, Priya Devi, and Wouter te Kloeze from the College administration for their continued support for the journal, which has spanned years, and I hope will continue long after I graduate. Their contributions to STAIR's governance, technical resources, finances, and institutional memory cannot be overstated.

With regards,

Armin Safavi  
Managing Editor 2023-24

A handwritten signature in black ink, appearing to read 'Armin Safavi', written over a horizontal line.

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# Governance

## Moving from University to College registration

Beginning in Michaelmas Term 2016, STAIR, alongside all other 'student societies' at Oxford, were required to ratify the newly mandated Non-Sports Club Constitution. The new constitution has created many challenges for STAIR. It required we adhere (as we continue to do) to a template governance structure, including a committee of a minimum number of members with predetermined officers (President, Secretary, Senior Member, Treasurer, IT Officer, etc.). Societies were permitted bylaws provided they did not violate the constitution, and among those bylaws could be conditions for membership incumbent to the same regulation. While STAIR was thus permitted to select members in a fashion it found most convenient, dismissing them requires an immense administrative undertaking, including meetings, formal written cause, opportunities for reply, a disciplinary vote, and possible involvement of Proctors and the University.

More annoyingly, societies are only permitted to hold AGM's in January at which elections for staff must be held, reports of a template nature reviewed, votes conducted, etc. Since St. Antony's is a graduate only college, and many students are students for merely a year, technically, STAIR staff have consistently been unable to fill a full committee term's service. In such situations, an Extraordinary General Meeting (EGM) must be held per which the incumbent President can fill staff roles temporarily requiring subsequent approval at the AGM for new committee terms to continue. Since societies are required to submit term cards, signed financial statements, and updated staff and membership lists to proctors and members, all the while maintaining an up-to-date online presence, sudden staff changes in Michaelmas during an uneven governance schedule makes compliance a headache.

Suffice it to say, compliance has been subpar at STAIR. The Hilary Term 2024 AGM was the first held since 2020, constitutionally required 'general meetings' have been scarce, financial documentation was not properly submitted to proctors, and our registration with the university lapsed as it was not renewed. This is a common occurrence among societies, and the tacit understanding most societies, particularly those of smaller size, tend to have, is that these are more formalities than anything else. However, non-compliance can yield significant consequences: societies can be prohibited from using university trademarks such as the logo, name, font, etc. They may cease to access perks such as permission to apply to certain funds, free services, and venue access, including those free of charge. One society at Oxford was even subject to a power struggle as part of which a lack of registration prompted another member to attempt to register the club with themselves as President, taking advantage of the registration vacuum to effectively stage a coup.

Other journals identified with Oxford, such as Oxford Political Review, have foregone registration altogether and are separately incorporated, as I learned in an amicable meeting

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with their leadership for the year. However, STAIR has been registered for years, and a couple of consequences of our governance noncompliance did present themselves. First, STAIR has a student society bank account with HSBC. Signing authority for that account remained with Miri, and its transfer required the submission of society regulations and a resolution confirming the transfer of authority with corresponding signatures and documentation. Our failure to register would effectively mean we would have either been defrauding the bank, or we would have been unable to transfer signing authority. Second, the College made our registration a requirement to receive Antonian funding last year, meaning we were in no position to pretend as if noncompliance was a problem we could ignore, as other societies have gotten used to doing.

Having held an EGM, appointed new members who have attended the necessary number of meetings to be so eligible per the bylaws, assigned and ratified committee positions, and passed necessary resolutions, compiled minutes, and financial statements for submission to proctors upon request, and otherwise adopted necessary measures as prescribed by the constitution, STAIR is now a compliant student society. However, the College fortuitously commenced a system of club registration, perhaps in acknowledgement of the fact that more work was being created for the College by virtue of their lack of knowledge of what clubs and societies operated at St. Antony's, and what they were up to. Regardless, STAIR is now registered at St. Antony's, and has notified the administration that we are willing to follow whatever policies, general or case specific, they require, within reason, which would thereby make them comfortable with us abandoning student society registration altogether.

Our College registration has borne many fruits: we now have access to a College email courtesy of the IT Office. This was a timely service on their part, as the IT Officer of the Department of Politics, who administered our DPIR email, notified me at the start of my tenure that we would only be receiving such support for an additional year. This is a downstream consequence of the demise of the Center for International Studies (CIS), which was folded into the IR Network within DPIR. The annual funding we received from them ended in 2021, as did our ability to use a storage locker on their premises, and other supports. Thankfully, STAIR has a strong relationship with the DPIR faculty, and we have received many generous offers of support therefrom to advocate on our behalf should we wish to rekindle a relationship with the Department of some variety. This continues to be an option we explore as we search for ways to diversify our funding, a matter further elaborated upon in the Finances section. The IT Office also gave us Microsoft Teams. WhatsApp does not suit organizational work, Slack is not as commonly used outside the workplace, meaning younger students have less familiarity with the platform. Teams should be used from now on.

### Organizational reform

STAIR combined the Managing Director and Editor-in-Chief roles nearly a decade ago. In 2020-21, the organizational hierarchy was further transformed to feature Deputy Managing Editors in charge of Publications, Public Affairs, and Events. This system produced an

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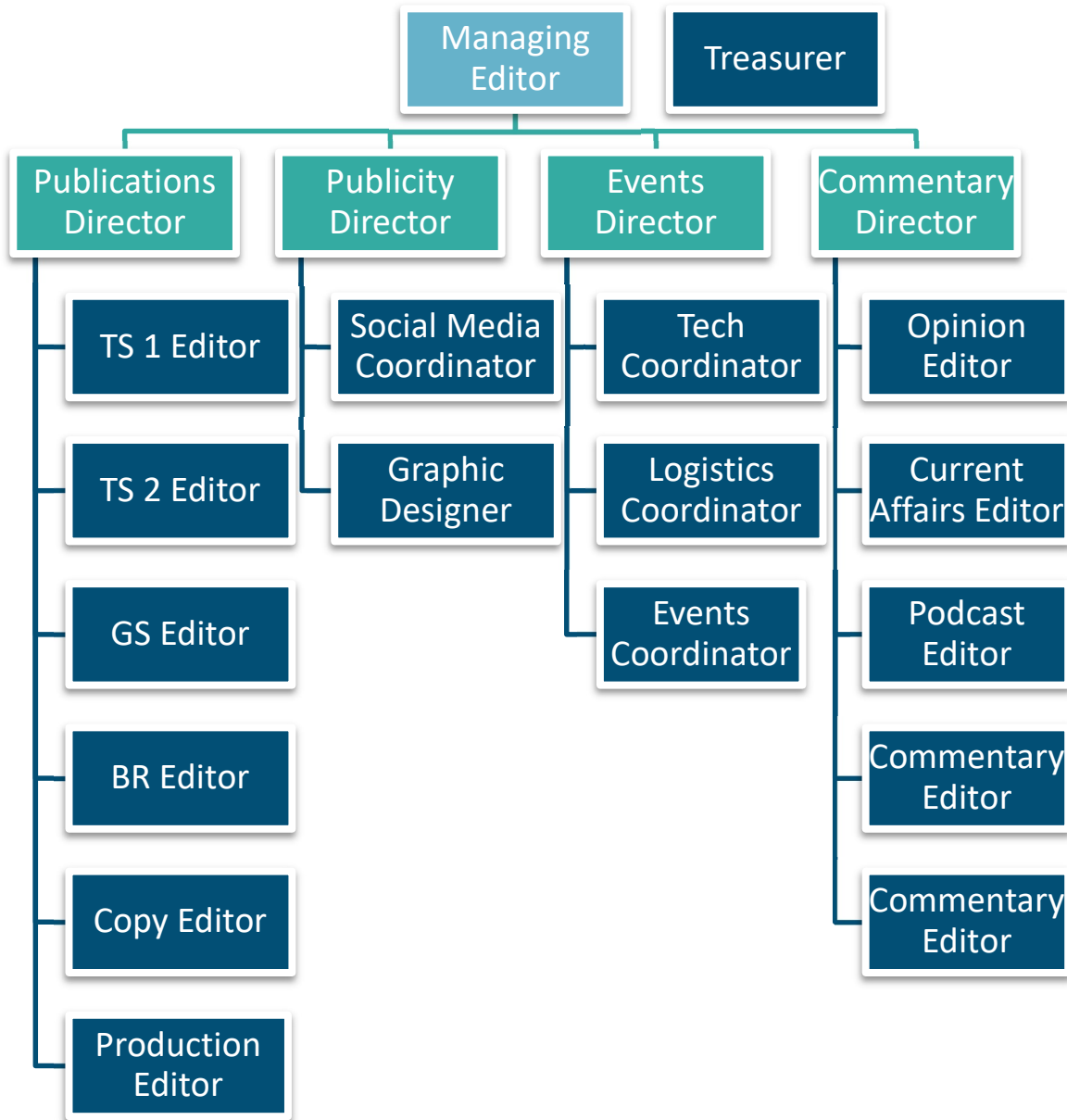
organizational culture whereby the Managing Editor worked primarily with the Deputies, who then managed teams tasked with administering the affairs of the journal. The advantage of a small leadership team which met more consistently and could orchestrate the affairs of the journal and manage cooperation between activity portfolios was clear, but two key considerations prompted a further suite of changes to the organizational structure.

First, a culture developed whereby the Managing Editor was relatively insulated from most of the journal's affairs, meaning the Deputies functioned less as a cadre to support the Managing Editor's direct leadership, and served more as degrees of separation between the latter and the rest of the staff who essentially ran the journal independently unless direct intervention from above was undertaken. Since the Managing Editor was still tasked with consistently making important decisions, staff who raised concerns or queries had to work directly through their Deputies to reach the Managing Editor, which yielded inefficiency. Second, STAIR has elected to launch a new Commentary Section this year (a section of this report recounts its activities thus far in more detail), and the idea of having four Deputy Managing Editors when the typical function of a deputy is to serve as a surrogate for their direct superior in the event it is necessary.

As such, the Deputy roles were changed to Director roles, and those working under their management became coordinators and editors, depending on their responsibilities. The most important changes to journal management, however, have been cultural. For one, the new Publicity (formerly Public Affairs) and Commentary roles barely increased the total number of staff. Most of the freed up human resources came from the Publications portfolio. The number of General, Theme, and Book Section editors were halved. It naturally tended to emerge that one of the pair would take on most of the responsibility, which was neither fair to them, nor conducive to efficient operations. In addition, a substantial component of their work was simply outreach, which, thanks to our more effective use of Mailchimp and other methods, is now no longer a yearlong responsibility for editors, although, of course, they are always encouraged to support author and peer review outreach when possible and in the event it becomes necessary.

The most important cultural change introduced this year has been the expectation that anyone who manages anyone else be willing and capable of fulfilling their role when necessary. This applies to Directors and the Managing Editor. More emphasis has also been placed on communication, specifically such that everyone in the journal knows what is going

on with everyone else at any given time, even if they are not responsible for those outcomes. STAIR’s new organizational hierarchy is as follows:



The roles and responsibilities of the positions above are now enumerated in a “Portfolio Guides” document to be updated every year. Alongside the hiring documents, and STAIR’s new file management system (which for brevity’s sake is not discussed in this report), we anticipate an improvement in institutional knowledge transfer going forward. This year, a Social Media Coordinator was not hired, as the Publicity Director has proven more than capable without one. The decision to stop pursuing the position is in line with the principle of

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keeping the team as small as possible to reduce management difficulties and ensure every staff member has multiple, fulfilling responsibilities.

The Commentary Editor positions are the only ones which could possibly be considered an exception. Initially, neither role was included, but we quickly found that we were getting more submissions than we anticipated. Moreover, the Current Affairs Editor's decision to lead teams of columnists and news contributors necessitated the introduction of more staff whose purpose was essentially to keep the section afloat while best practices and its future are worked out. The Events team was also enlarged upon the advice of Angelo, the outgoing holder of the role.

### The Steering Committee

STAIR began Michaelmas Term with a combination of major, fork-in-the-road decisions to make, and very little institutional infrastructure or memory with which to make them. Past Managing Directors and Editors were therefore invited to participate in a Steering Committee to tackle both problems at once. On the one hand, their academic networks, and professional experience made them natural fits to replace the Advisory Board, with whom we had fallen out of contact in no small part due to the retirement of many of its members and their general disinterest with the journal's affairs, among other reasons. On the other hand, their experience running STAIR specifically makes journal alumni well positioned to fine tune their advice to our specific conditions and history.

In meetings with the great majority of these alumni in a personal and group capacity (the latter being a Teams call on Halloween), many pressing issues were discussed. Should STAIR pursue deeper integration with the College, or explore affiliation with OSGAS and DPIR? Should we remain a registered student society or become independent of the university as a whole? Should we return to delivering print issues, or do cost cutting and environmental friendliness remain compelling reasons not to? In the long run, should the journal chart a path to becoming fully open source, particularly since the Bodleian may soon deliver a digital publication hosting service to all student journals at the University free of charge?

Ultimately, much of the Committee were willing to serve in an advisory capacity on an annual to semi-annual basis. Most were unable to commit to keeping consistently up to date with the journal's affairs, prompting us to reduce Committee membership to those recent alumni who volunteered to commit more time. In essence, the Committee was split into a new Advisory Board to replace several members of the old one, the rest remaining on the Committee. We hope the latter can support leadership transitions on a more minute level – including advice about banking, start of year events, technology, while the former weigh in on issues or tasks staff and recent alumni simply lack the expertise to confidently handle without consultation. While details of meeting times, a permanent list of staff positions, and total certainty on



Board and Committee membership are not yet available, a provisional list of everyone involved with STAIR this year can be found here:

<b>Editorial Staff</b>		<b>Steering Committee</b>	
<b>Position</b>	<b>Name</b>	<b>Past Role</b>	<b>Name</b>
Managing Editor	Armin Safavi	Managing Editor	Marios Charilaou
Publications Director	Nicholas Brown	Managing Editor	Giorgos Hadjipavlis
Events Director	Betul Soysal	Editorial Staff	Miriam Pittalis
Publicity Director	Nieves Cancela	INCUMBENT	Armin Safavi
Commentary Director	Vi Le	Editorial Staff	Angelo M'BA
TS 19.1 Editor	Noah Smith	Editorial Staff	Robin Mitchell
TS 19.2 Editor	Brian Kot	Managing Editor	Alexandra Diouk
GS Editor	Jeffrey Love		
Book Review Editor	Tommy Hall	<b>Advisory Board</b>	
Copy Editor	Malavika Pillai	<b>Name</b>	<b>Institution</b>
Production Editor	Stevan Veljkovic	Roy Allison	Oxford
Tech Coordinator	Yanyijie Zhou	Alexander Betts	Oxford
Logistics Coordinator	Nowara Al-Adba	Matthew Eagleton-Pierce	SOAS
Events Coordinator	Tiffany Chan	Kalpyso Nicolaidis	EUI
Multimedia Designer	Kyle Ransom	Noa Schonmann	Leiden Uni
Commentary Editor	Jeffrey Ma	Patrick Quinton-Brown	SMU
Commentary Editor	Walter Lam	Richard Caplan	Oxford
Podcast Editor	Elena Frogameni	Roham Alvandi	LSE
News Editor	Isobel Glover	Diarmud Torney	DCU
Opinion Editor	Tommy Hall	Nicole de Silva	Concordia
Treasurer	Sabariesh Ilankathir	Neil Howard	Bath
		Christine Hobden	Wits
		Diarmuid Torney	TCD

### Next steps

Upon the College's determination of regulations governing its registered clubs and societies, STAIR will have a clearer understanding of the liberties it can take when redrafting its constitution. Until such a juncture, STAIR will remain compliant with University wide student society regulations and policies as outlined in the non-sports constitution and related governance documents. In any event, STAIR should consider splitting up the Managing Editor role into a Managing Director and Editor in Chief. The former would not only be better positioned to manage the Commentary, Events, Publicity, and Treasury portfolios, but particularly if STAIR takes efforts to ensure the EICs have strong backgrounds, they could benefit from the autonomy afforded by a role in parity with the Managing Director.

Erstwhile, organizational management and regulations to adapt to the staff composition and evolving needs of the journal. This would be most straightforward if future journal leadership

maintains an active and qualified Steering Committee, and properly heeds their advice on important matters and leverages their support as facilitators of continuity. Finally, no set of rules, regulations, customs, habits, or hierarchies are as important as effective hiring. STAIR is very fortunate to be replete with dedicated staff who are not only committed to their roles but have highly relevant academic, cocurricular, and professional experience. Apart from a general preference for DPhil candidates, successful hiring is difficult to plan beyond ensuring outreach to prospective applicants is done early, often, and in close collaboration with faculties and other organizations at Oxford.

## Finances

A snapshot of STAIR’s finances is included below for reference at the outset of this section. Please note that figures for 2024 are neither complete nor final, and that in certain cases costs are reimbursements made with delays for goods and services purchased by members in preceding years, and in certain cases.

<b>Expense</b>	<b>Description</b>	<b>2024</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>
Ingenta	Publication hosting	2705.6	2576.76	2501.97		2428.12	
Printing	discontinued 2021				1434.34	980	2046
Website	Squarespace		485.68				
Software	Adobe, Riverside, Zoom, etc.	568.01	228.84				
Promotion	print and digital	83.18					
Other	e.g. CMOS, NatLib	193.87		638.4	45.69	506.5	535.28
Events	e.g. venue, reception, transport	62	120	436.25			718.45
Bank Fees	HSBC monthly account fees	60	84	60			
<b>Total</b>		<b>3672.66</b>	<b>3495.28</b>	<b>3636.62</b>	<b>1480.03</b>	<b>3914.62</b>	<b>3299.73</b>
<b>Income</b>							
DPIR	CIS (dissolved 2021)				1500		500
Subscription	subscription fees, royalties. individual purchases	836	3400	920	2200	1951.46	3582.4
GCR	termly GCR funding	500	964	500	920	600	250
Antonian	Antonian fund applications		1000	500			1000
Buchanan	Alastair Buchanan Society					1018.45	
JSTOR	Revenue Sharing Agreement		904.17	1177.83	1183.82	1163.53	1647.1
Philanthropy	donations, College fundraising	1000					
<b>Total</b>		<b>2336</b>	<b>6268.17</b>	<b>3097.83</b>	<b>5803.82</b>	<b>4733.44</b>	<b>6979.5</b>
<b>Net</b>		<b>-1336.66</b>	<b>2772.89</b>	<b>-538.79</b>	<b>4323.79</b>	<b>818.82</b>	<b>3679.77</b>

The figures above illustrate that STAIR has maintained a strong surplus over the last five years. The present deficit is accounted for first by the fact that there was a surplus in Michaelmas 2023 carried over under the academic year’s management while finances are accounted on a calendrical basis. Meanwhile, most subscription payments tend to arrive in the fall during the first term or semester of our subscribers which are overwhelmingly

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academic libraries and departments. Subscriber revenue variability across years is due to certain subscribers not initially transitioning to digital access at a time when issues were not being published in parallel to print publication being discontinued, meaning payments were not made to Ingenta to as great a degree as they are now.

STAIR is hopeful to receive Antonian funding this year after a fruitful conversation with the development office about our application, though deposits are not typically made until Trinity Term. We are also commencing fundraising outreach to STAIR alumni at the recommendation of the development office, with whom we have also discussed possible direct fundraising for STAIR in the form of an annual fund such that STAIR need not continuously apply to the Antonian Fund or GCR for regular, predictable expenditures.

Certain reimbursement costs are listed under “Other” due to bank statements not elucidating the relevant items of expenditure, and a lack of definitive records on the purchases. It would be safe to assume they were event and software related, but apart from Adobe and Squarespace invoices, we lack the requisite documentation to be sure.

Printing costs are also expected to make a one time return this year as we send print copies of issues to subscribers as part of a *mea culpa* and goodwill gesture as apologies for our lapse in consistent publication between 2020 and 2023. While we do not have firm details about any potential resumption in funding by DPIR, we have spoken with Professor Richard Caplan to that effect, and will explore ways we can receive support while maintaining our firm commitment to St. Antony’s and ensuring our identity and recognition are as such.

The most pressing financial issue the journal faces is a continued failure by HSBC to approve a transfer of signing authority from Miri to either our Managing Editor or Treasurer on account of a variety of technicalities in the Club & Mandate form. For the past month, the bank has failed to enumerate their complaints in full, rather, rejecting each version of the form based on only one complaint at a time, resulting in a vexing process of elimination. Each form is reviewed by out of branch management over at least a business week. Thankfully, Miri afforded our Managing Editor temporary and specific permission to pay Ingenta after a regrettable delay of several weeks in payment during which customer service ceased answering our requests for support on Jira.

We continue to seek further clarification on certain minor figures. For instance, why have our monthly account fees varied? To what did they amount between 2019 and 2021? When did specific subscribers make specific payments? Can we account for all idiosyncratic purchases of issues and/or articles? These will involve more scrupulous correspondence with HSBC, Ingenta, past journal staff, and archived documents. We aim to have a complete and airtight understanding of the journal’s recent financial history by the start of Trinity.

The greatest areas of anticipated spending increase will be as part of our Events portfolio until such a time as subscriber and donor outreach scales to the extent that stipends may be

paid to staff, following the model of Millenium at LSE, the Cambridge Review of International Affairs (CRIA), and other major student organizations at Oxford. For the moment, however, these latter goals remain tentative and aspirational. On the other hand, as will be elaborated upon in the subsequent section, we have built strong relationships with various kindred organizations within and out of Oxford with whom we can co-host events, sharing the logistical burden, financial cost, promotional responsibilities, and allowing us to reach multiple audiences at once. These include the university’s Middle East Review (OMER), International Relations Society (IRSoc), Diplomatic Society (DiploSoc), and Oxford Speaks.

Our fundraising efforts are currently in their infancy, but we have succeeded in identifying dozens of journal alumni and other College benefactors. We continue to perform donor ID, research, and prospecting as we construct a sustainable and sophisticated fundraising strategy. Given that our potential donor base is almost entirely STAIR and/or College alumni at this juncture, we are hopeful there will be interest in supporting STAIR, perhaps even in ways that extend beyond financial support such as peer review, submissions, references to useful contacts, event attendance, etc.

At the time of this report’s release, an initial fundraising newsletter has been produced, and upon its revision, will be sent to a sample of journal alumni. We have ensured to refrain from outreach to major College donors so as not to interfere with the work of the development office, particularly as we continue to seek their support. Though members of the current staff have professional fundraising experience, there is no guarantee that such experience will remain at the journal in the future, making fundraising an essential component of staff transition requiring consistent effort and intensive training, but ideally, support from the professional fundraising staff in the administration which already supports major collegiate institutions such as the Boat Club.

## Publications

What follows is a list of every issue of STAIR ever published ordered chronologically. Issues in bold are those which have and will be published by the current Editorial Staff:

<b>Date</b>	<b>Issue</b>
March 2005	1.1 - The Future of International Cooperation
November 2005	1.2 - Human Security
May 2006	2.1 - The International Politics of Oil
February 2007	2.2 - Democratisation
May 2007	3.1 - The Internet: Power and Governance in a Digitised World
January 2008	3.2 - Religion and World Order
April 2008	4.1 - The Politics of Human Trafficking
February 2009	4.2 - The Politics of Nuclear Technology in the Twenty-first Century
April 2009	5.1 - Transnational Corporations and Global Governance
February 2010	5.2 - New Directions in Climate Change Politics

May 2010	6.1 - Secession, Sovereignty, and the Quest for Legitimacy
February 2011	6.2 - China's Rise and Adapting Global Structures
May 2011	7.1 - International Financial Institutions in an Age of Crisis
February 2012	7.2 - The Challenges of Illicit Economies
May 2012	8.1 - The Knowledge Commons: Research and Innovation in an Unequal World
February 2013	8.2 - Power, the State, and the Social Media Network
May 2013	9.1 - The Gendered Refugee Experience
February 2014	9.2 - A Re-Examination of Private Military and Security Companies
May 2014	10.1 - Thinking Beyond the State: Emerging Perspectives On Global Justice
February 2015	10.2 - The Resurgence of Identity Politics
May 2015	11.1 - Humanitarian Intervention: Contemporary Normative and Legal Debates
February 2016	11.2 - Negotiation in Contemporary Global Politics
May 2016	12.1 - Religion and the State
February 2017	12.2 - Home, Displacement, and Belonging
May 2017	13.1 - The Politics of Uncertainty
February 2018	13.2 - IR in a post-factual world
May 2018	14.1 - Redrawing the Boundaries of International Law
February 2019	14.2 - Agency, Rights, and the Changing Character of War
May 2019	15.1 - Whose Security is Cybersecurity?
February 2020	15.2 - Anthropocene
May 2020	16.1 - Engendering Change: Exploring the Dynamics of Gender in the International Arena
June 2021	16.2 - Social Movements in a Changing Political World
December 2022	17.1 - The Rise of China
<b>October 2023</b>	<b>18.1 - From the UK to Ukraine: Walking the tightrope of European unity</b>
<b>April 2024</b>	<b>19.1 - Globalism &amp; Multipolarity: in search of new Grand Narratives</b>
<b>June 2024</b>	<b>19.2 - Hardware &amp; Software</b>

Issue 19.2 does not, at present, have subtitles, but the information above is otherwise accurate. Some articles required revision from Issue 18.1, making the fully finalized edition suitable to be printed and distributed as part of our outreach only complete as of the end of 2023, but the issue was submitted to Ingenta in October. Issue 18.1 had initially been produced and promoted as Issue 17.2, but in service of ensuring that Issues 20.1 and 20.2 would be published during STAIR's 20<sup>th</sup> anniversary in 2025, the numbering was amended accordingly at the decision of last year's Publications team. Unfortunately, an editorial introduction for Issue 18.1 was not completed, although the current Managing Editor will ensure one is published in Issues 19.1 and 19.2. Mastheads for every issue published since the

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last annual report (2020) are included below. Tables of contents can be found on Ingenta without having to bypass the paywall:

### **Issue 16.2 – Revolution, Retrenchment, or Reform? Social Movements in a Changing Political World**

- Managing Editor: Alexandra (Sasha) Diouk
- Treasurer: Miri Pittalis
- Production Editors: Tina Maglakelidze, Jasper Williams
- Sales, Subscriptions, and Marketing Manager: Ophelia Coutts
- Public Relations and Social Media Officer: George Hadjipavlis
- Events Officers: Laura Anderson, Ben Graham
- Theme Section Editors: Julia Carver, Katarina Živec, Sarah Sheets
- General Section Editors: Ellen Leafstedt, George Kamanda, Nini Gigani, Maitrai Lapalika
- Chief Copy Editors: Brody McDonald, Melvin Ting, Aneesa Qadri
- Book Reviews Editor: David Saveliev

### **Issue 17.1 – The Rise of China**

- Managing Editor: George Hajipavli
- Deputy Managing Editor for Events: Virginia Nizza
- Deputy Managing Editor for Marketing & PR: Aleksandra Kosela
- Deputy Managing Editor for Academic Affairs: Marios Charilaou
- Treasurer: Yvonne Preda
- General Section Editors: Qiuyi Xie, Rachel Ann, Jan Farfal
- Book Review Editors: Mathias Gjesdal Hammer, Kristy Bryant, Yuhan Hu
- Production Editor: Arunima Cheruvathoor
- Chief Copy Editors: Tatyana Kekic, Alejandro Posada Téllez, Isabelle Napier, Bonnie Lao, Andrea Moncada Carrera, May Line Tuv, Chris Pieper
- Public Affairs and Outreach Officers: Jason Chau, Jodie Wen, Emma Gerritsen
- Social Media Officers: Taylor Hendrickson, Maddy Copley
- Subscriptions, Sales, and Marketing Officers: Amalie Østrup Bronér, Maria Branea
- Events Officers: Sophia Anders, Sara Frumento, Jeanne Nougué, Bianca Bucuroiu

### **Issue 18.1 – From UK to Ukraine: Walking the tightrope of European Unity**

- Managing Editor: Marios Charilaou
- Deputy Managing Editors (Publications): Anasuya Narasimhan, Armin Safavi
- Deputy Managing Editor (Events): Angelo M'BA
- Deputy Managing Editor (Public Affairs): Rochana Jayasinghe
- General Section Editors: Maria Valenstain, Vara Raturi

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- Theme Section Editors: Nina Butslova, Robin Mitchell, Ryan Hamilton, Samuel Murison
  - Book Review Editor: Beatriz Fraga
  - Chief Copy Editors: Aastha Mohapatra, Devanshi Ranjan
  - Production Editor: Constantinos Panayiotou
  - Events Officer: Jeremiah John Enoch

Issue 17.1 was the first in a series to be delayed due to COVID-19. It was carried over from Managing Editor Sasha Diouk to the team of George Hajipavlis and was published in December at the start of Marios' tenure as Managing Editor. The subsequent Issue 17.2 was additionally delayed before being published in October 2023 when Armin Safavi became Managing Editor. A net deficit of three issues was sustained.

Issues 17.2 and 18.1 were indeed combined, having initially separately concerned the UK and Ukraine. While the lack of submissions to the original Issue 18.1, *Global Britain*, was largely attributable to a failure to promote the issue early, clearly, or aggressively enough, the challenges presented by 17.2 were more complex. The original theme, *The Future of Ukraine in Europe*, generated a lot of excitement among editorial staff and authors. Unfortunately, as the war was (and indeed remains) ongoing, misinformation was rampant, and many outcomes of the war and related developments remained uncertain. STAIR therefore received many submissions which quickly became outdated, required continued revisions, and all the while, we struggled to identify capable peer reviewers.

Nevertheless, staff were convinced that an issue on pressing and current affairs, such as an ongoing war, was overall a good idea and coalesced, for instance, with the Oxford Ukrainian Summit and other programming and campus activity that year. A large part of the inspiration for the following Commentary Section was to offer scholars and students a way to contribute analysis with greater brevity and without having to pass through the peer review gauntlet. Many lessons were learned during this challenging era in the journal's history, and the journal is highly indebted to the hard work and perseverance of the staff listed above.

STAIR is very excited for our upcoming issues, descriptions of which are included here. Unlike in previous years, there were no proposals or elections to select these themes, as there were neither sufficient interest nor time:

### **Issue 19.1 – Globalism & Multipolarity: in search of new Grand Narratives**

When STAIR was founded in 2005, Grand Narratives abounded. 'The Clash of Civilizations,' 'New World Order,' 'New Internationalism,' 'The End of History,' and others were applied by students and scholars of International Affairs as heuristics to frame developments around them in historical context. Amid growing attention to the question of unipolarity, its decline, and the rise of China as a new Great Power and other middle powers from the Global South,

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Issue 19.1 seeks to investigate whether Grand Narratives remain common and/or useful tools with which to analyze International Affairs. STAIR seeks contributions about a comprehensive set of issues anchored by an investigation into the extent those who study International Affairs have taken for granted assumptions about their field which are now outdated. In other words, are the issues which top global agendas conceivable using the frameworks popular among STAIR contributors of the past?

Why are major parties on the Western political right, often associated with military intervention and free trade, now hesitant to provide military aid to Ukraine and increasing advocates for protectionism? Have multinational institutions of governance, diplomacy, and war such as the EU, NATO, the G7/20, and the United Nations (including the Security Council), lost legitimacy they once possessed? Has transnational populism reframed domestic politics from classification along a left-right continuum to one for and against an ‘establishment,’ or ‘globalism’? What connects January 6th, 2021, in Washington D.C. to January 8th, 2023, in Brasilia? What links may be uncovered between the Trucker Convoy in Canada and the Gillet Jaunes in France? Were major political mass movements in the wake of the 2008 Financial Crisis, including Occupy Wall Street, the Tea Party, the anti-Austerity Movement, the Pink Tide, and the Arab Spring regional expressions of the same phenomenon? Are Euroscepticism, climate change denial, and vaccine hesitancy variations of a common, underlying suspicion?

Is democracy in peril? Is BRICS a Global South analogue to the G7, or are expectations of zero-sum competition between them unnuanced? Will other reserve currencies ever seriously challenge the predominant use of the US dollar in global trade? Is the normalization of relations occurring among Iran, Saudi Arabia, Israel, Egypt, Turkey, and Gulf States in the Middle East capable of reshaping the regional balance of power? Will the world’s various Indo-Pacific Strategies successfully contest Chinese regional hegemony? What explains the emergence of rapid and sustained regime change across the so-called “coup belt” from Niger to Somalia? Has there ever been a ‘Rules-based International Order,’ and has our fascination with the concept clouded our understanding of actually existing International Affairs? Do we live in a multipolar world, and if so, what will become of the global supply chains and financial system which traverse acrimonious spheres of influence?

### **Issue 20.1 – Hardware & Software**

In Issue 19.2, STAIR turns its attention to the multifaceted geopolitical dynamics and implications of technological innovation. We welcome exploration of the frontiers of AI, from Large Language Models (LLMs) to Computer Vision and Machine Learning. The implications of these technologies in tangible applications such as self-driving vehicles, labor automation, and cloud computing are also of interest. The realm of digital communication, with the rise of new media, deepfakes, and the prevalence of digital misinformation, provides a rich field of inquiry. How are these shaping our perception of truth and influencing our societies? This discourse naturally segues into the discussion around encryption, cybersecurity, and the



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escalating threats of cybercrime and cyberterrorism. What are the implications for individual privacy and state surveillance in this digital age?

The evolution of the internet, from social networks to the advent of Web 3.0, presents another interesting perspective. How is this evolution shaping societal interactions, economic models, and political engagements? Technological governance is also of keen interest, particularly in the context of digital diplomacy. How do nations and international bodies navigate this emerging landscape, and what does it mean for global power dynamics? How does technology intersect with traditional security concerns, such as nuclear proliferation? The advancements and dilemmas in the military-technological sphere, from Autonomous Weapon Systems (AWSs) and drone warfare to bioweapons, also merit exploration. How do these developments reshape warfare, and what are the ethical, legal, and strategic implications? Finally, we encourage authors to examine the intersection of technology and global health, especially considering the COVID-19 pandemic. How has technology played a role in navigating this global crisis, and what lessons can be derived from it?

STAIR will offer special consideration to submissions made by scholars and students whose field(s) of expertise are not limited to International Affairs and its neighbors in the social sciences and humanities. We eagerly invite those in STEM fields, whose academic backgrounds more directly concern the operation and science behind the technological developments listed above – and beyond – to consider submitting. We hope contributors from these fields who seldom write to audiences like ours will embrace the challenge of breaching the walls of echo chambers which separate STEM from International Affairs.

## Commentary

The crucibles of STAIR's Commentary Section were conversations with two journal staff last year who were interested in forming a think tank journal for a student audience to comment on global affairs with a policy lens. They were encouraged to found their journal within STAIR, as Publications staff had already concluded that there would be value in such an enterprise as it would help grow STAIR's audience. The primordial form of the Commentary Section was a monthly journal called *The Observer* which would be circulated on Issu as a PDF manuscript as with other journals publishing shorter pieces which are not peer reviewed, such as Oxford Political Review.

Ultimately, we opted not to publish a monthly journal for a number of reasons. First, we did not want to compete in an already highly crowded vertical. Second, we believed that monthly hard deadlines would discourage submission, as someone who missed one deadline would have to submit again the following month, at which point the piece, which may have a Current Affairs focus, for example, would be outdated. Third, while we continue to entertain the idea of a Commentary section of the actual journal for certain very high-quality pieces, we did not

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want to have to manage, produce, and publish two separate journals when the peer review journal remained the priority and needed particular attention.

Altogether, the Commentary section remains a blog on STAIR's website which publishes Current Affairs and op-ed pieces of around 1,500 words on average. The original portfolio consisted of a News Editor, Opinion Editor, and Podcast Editor under the management of the portfolio director. However, we quickly received more submissions than two staff were able to manage, leading us to hire two *ad hoc* commentary editors to support the portfolio's work in a flexible manner. Our News Editor also came up with the idea of creating a roster of affiliated contributors and columnists to ensure our rate of current affairs publication remained high, especially as important events required a faster publication turnaround than is needed for opinion pieces. They and the Opinion Editor review and edit submissions, perform outreach to authors, and contribute to the section themselves alongside the other portfolio staff.

To date, STAIR has published five commentary articles and a podcast episode. The former span US-India strategic cooperation, the 2023 Argentinian General Election, Sino-African Relations in the context of COP 28, the Turkish occupation of Cyprus, and LGBTQ family values in the United States. Our inaugural podcast episode was an in-depth discussion of contemporary Fascism with Professor Roger Griffin of Oxford Brookes University, with strong thematic resonance with Issue 19.1. All are available on our website.

Though the specific form the Commentary Section will take in the future is unclear and depends heavily on what other best practices are revealed over the course of the year, we are confident that the section is worthy of greater investment. If sufficiently recognized, STAIR could become Oxford's premiere International Affairs publication across multiple verticals, including podcasts, interviews, news, opinion, analysis, and scholarship.

## Events

Seeing as STAIR publishes twice a year and has only begun to attract attention for its Commentary Section, it would be uncontroversial to say that once submission deadlines come and go, and in between, it is STAIR's events which are most renowned by our audience. A list of events we have hosted since 2020 is included below, although it is almost certainly incomplete and requires revision. Sadly, of all the thousands of documents Miri was able to preserve and transfer to the current team, events related documents are highly sparse, and possibly reflect neglect on the part of past staff to keep copies:

**Keynote w/ H.E. Osman Koray Ertas, Turkish Ambassador to the United Kingdom (w/DiploSoc, Turkish Society)**

**Date:** January 16, 2024

**Venue:** Christ Church College

**Speakers:** H.E. Osman Koray Ertas, Turkish Ambassador to the UK

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## **Economic Diplomacy in a Multipolar World (w/SID, DiploSoc)**

**Date:** November 21, 2023

**Venue:** Virtual

**Speakers:** Dr. Alex Vines OBE (Chatham House, Head of Africa Programme and Research Director of Regions and Risk), Dr. Emmanuel Ikechukwu Umeonyirihoa (Organization of African Academic Doctors, Sino-African Relationship Expert), and Hannah Grupp (World Bank, Analyst at the Office of the Chief Economist, Africa Region). Moderator: Nicolas Lippolis (DPhil Candidate in Politics, Co-convenor of the China-Africa Network).

## **Publish with STAIR**

**Date:** October 30, 2023

**Venue:** Virtual

**Speakers:** Managing Editor, Publications Director

## **Asia: A New Geopolitical Pivot?**

**Date:** May 19, 2023

**Venue:** China Center, St. Hugh's College

**Speakers:** Dr. Laura Trajber Waisbich (South Asian Studies), Dr. Pugliese (Nissan Centre of Japanese Studies), and Mr. Andrew Cainey (Senior fellow at the Royal United Services Institute)

## **Digital Diplomacy (w/DiploSoc)**

**Date:** May 6th, 2023

**Venue:** Nissan Institute for Japanese Studies, St. Antony's College

**Speakers:** Dr. Jennifer A. Cassidy, Professor Corneliu Bjola

## **The Oxford – Ukraine Annual Summit 2023: European Horizons for Ukraine (w/IRSoc, Embassy of Ukraine)**

**Date:** March 13, 2023

**Venue:** Virtual

**Speakers:** Dr. Jennifer A. Cassidy, Professor Corneliu Bjola

## **Panel Discussion: Global Britain**

**Date:** March 1, 2023

**Venue:** Investcorp Lecture Theatre, St. Antony's College

## **Populism, Democracy, and the Future of Hungary in the European Union**

**Date:** February 20, 2023

**Venue:** Tsuzuki Lecture Theatre, St. Anne's College

## **Publish with STAIR**

**Date:** February 14, 2023

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**Venue:** Virtual

**Speakers:** Managing Editor

**Oppression, Protests and Social Unrest: The Future of Iran**

**Date:** January 16, 2023

**Venue:** Investcorp Lecture Theatre, St. Antony's College

**Speakers:** Professor Maryam Alemzadeh, Professor Keyhan Nejad

STAIR is highly indebted to Angelo M'BA, whose truly herculean effort in 2023 was responsible for helping STAIR mount a resurgence in its campus presence. While virtual events are easier and cheaper to plan, they do not contribute nearly as effectively to brand recognition, prestige, and interest. Angelo further left behind a highly detailed portfolio guide of which the new events team continues to make good use.

Ultimately, events will never be STAIR's key focus or greatest priority, and the journal's investment in its events are intended to generate submissions to and interest in the journal itself. We therefore frankly prefer to host events in cooperation with other student societies. This not only allows us to share financial and logistical burdens but allows STAIR to outreach to new audiences it would not otherwise be able to reach. These joint ventures are facilitated by a strong overlap in staff between organizations vaguely related to political science and international affairs, with many of whom STAIR now has good relations.

Additionally, more dedicated event planning organizations with larger budgets such as Oxford Speaks, and the Union can cover expenses we are not. For instance, Antonian funding cannot be spent on reimbursing travel from outside the UK. We are therefore grateful to be working with Oxford Speaks to bring UN Secretary General Antonio Guterres and eminent scholar of International Affairs Joseph Nye to Oxford. The only events we believe must be squarely and exclusively delivered by STAIR are our launch events and other student facing engagements such as 'Publish with STAIR!' and Freshers' Week.

## Publicity

No single portfolio has been refashioned to nearly the same extent as Publicity. Previously, Publicity was called Public Affairs and performed predictable functions such as social media and newsletter outreach. Unfortunately, these activities almost entirely ceased during 2022 and 2023. STAIR staff lost access to the journal's Gmail, to which only Miri retained access. Accounts could not be accessed and had to be created anew or were otherwise abandoned. Logins and passwords belonged to the students who created them, meaning accessing them often required contacting alumni and trying to coordinate two factor authentication across

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continents and time zones. Moreover, STAIR lacked a consistent design language, publicity plan, consistent newsletter engagement, and growth strategies.

STAIR has since regained access to all its platforms: Facebook, X, Instagram, LinkedIn, Gmail, and Mailchimp. Our email, previously hosted by the politics department ([stair-journal@politics.ox.ac.uk](mailto:stair-journal@politics.ox.ac.uk)), is now hosted by the College ([stairjournal@sant.ox.ac.uk](mailto:stairjournal@sant.ox.ac.uk)). Our graphic designer has created a marketable and useful design language, and our post harmonization and strategies across platforms are now much more sophisticated. The fruits of these efforts are a tripling of our mailing list size to over 1,800, and similar rates of growth in our X and Instagram followings, all since last Trinity.

The most frustrating challenge Publicity has encountered is sustained reciprocity among our partners in the arena of mutual promotion. STAIR consistently shares and promotes content from various other organizations at Oxford. Sadly, the favor is incompletely returned. We continue to try and organize a summit bringing all relevant organizations together to discuss more medium to long-term mutual event hosting and content promotion strategies. Many organizations have expressed interest, and we hope to host the summit in Trinity.

The centralization of Publicity efforts among a small team and the Managing Editor has relieved other portfolios of this burden and allowed things like peer review outreach to be done *en masse* meaning publications staff are less pressed to do so individually and constantly. We do, however, continue to lack expertise with social media analytics beyond cursory familiarity. Though this is not a matter of great urgency, future Editorial Staff should strongly consider candidates with such expertise should they apply.

## STANDARD CONSTITUTION OF A NON-SPORTS CLUB

*From Michaelmas Term 2017*

### **NAME AND OBJECTS**

1. The Club is called the Oxford <St. Antony's International Review> (hereafter referred to as "the Club"). The Club's objects are the support, development, improvement and promotion of <objectives in the bylaws appended hereto> in the University of Oxford insofar as such objects are charitable; and the income and property of the Club shall be applied solely to those objects.

### **COMPLIANCE**

2.
  - (a) The Club shall be administered in accordance with the University's Regulations for the Activities and Conduct of Student Members.
  - (b) The activities of the Club will at all times be conducted in accordance with the University's procedures, codes of practice and policies in force from time to time on equality, harassment, freedom of speech and safeguarding (which are available via the University Student Handbook on the University's webpages).
  - (c) If there is a national governing body for the Club's activities with which the Club is eligible to register, the Club shall effect and maintain such registration: purchase any insurance cover which the national body makes available (unless the Insurance Section of University Administration and Services agrees to or prescribes other arrangements); and make every effort to comply with all safety procedures which the national body prescribes, or recommends as good practice.
  - (d) The Club shall observe the Code of Conduct on Safety Matters which is set out in the Schedule to this Constitution, ensure compliance with the Code by the members of the Club, and follow an appropriate procedure for risk assessment. Both the Code of Conduct and the procedure for risk assessment must be acceptable to and approved by the Sports Safety Officer.
  - (e) No member of the Club shall participate in any activity overseas organised by the Club, whether during term-time or vacation, unless the plans for such activity have been notified at least one calendar month in advance of the date of departure from the United Kingdom to the University Marshal and approved by the Proctors. Each member participating in such activities overseas shall observe any conditions imposed by the Proctors on the recommendation of the University Marshal, e.g. relating to the deposit of contact addresses, fulfilment of health, safety and insurance requirements, and stipulation of coaches, trainers or Senior Members to accompany the trip.
  - (f) The Club shall maintain a dedicated website and shall supply details of its web address to the Clubs Office for listing on the University's clubs and societies webpage. The Club may apply to the University's IT Services to use information technology

(‘IT’) facilities in the name of the Club. Where relevant facilities are allocated by IT Services it is the responsibility of the Club:

- (i) to designate a member of the Club entitled to a University e-mail account (as defined by IT Services rules) to act as its IT Officer, whose duties shall include liaising with IT Services about the use of facilities allocated and passing on to the successor in office all records relating to the use of the facilities allocated;
- (ii) to designate one of its members (who may be, but need not necessarily be, the same as its IT Officer) or, exceptionally, a member of Congregation, to act as its principal Webmaster, whose duties shall include maintaining an awareness of the University guidelines on web and social media publishing, and co-ordinating and regulating access to the web facilities used by the Club;
- (iii) to comply with regulations and guidelines relating to the use of IT facilities published from time to time by IT Services;
- (iv) to ensure that everyone responsible under (i)-(iii) is competent to deal with the requirements, where necessary undertaking training under the guidance of IT Services.

### **membership**

3. The members of the Club shall be those who are eligible and apply for membership of the Club, who are admitted to and maintained in membership by the Committee, and who have paid the relevant Club subscription.
4. Subject to paragraph 5, all student members of the University, and all persons whose names are on the University’s Register of Visiting Students, shall be eligible to become members of the Club. A member shall continue to be eligible until given permission to supplicate for a degree, diploma or certificate, regardless of any continuing liability to pay fees to the University.
5. If the Club’s objects relate directly to a protected characteristic as defined in section 4 of the Equality Act 2010, the Club may be entitled to restrict membership to members sharing that protected characteristic, provided that the Proctors shall first approve any such restriction.
6. The Committee may also, at its discretion, admit to membership:-
  - (a) students registered to read for diplomas and certificates in the University;
  - (b) student members of Permanent Private Halls who are not student members of the University;
  - (c) members of Ruskin College and Ripon College, Cuddesdon;
  - (d) members of Oxford Brookes University, provided that such members shall not constitute more than one-fifth of the total membership; and
  - (e) other persons not falling within paragraph 4 above or paragraphs 6(a) to (d) above, provided that such members shall not constitute more than one-fifth of the total membership.
7. The Committee, having specific regard to the Senior Member’s advice in relation to the relevant matter, may remove a person from membership if removal of such person from membership is deemed to be in the best interests of the Club. If the person concerned is an Oxford

University student (i.e. within paragraphs 6(a), (b) or (c) above), that person may appeal against such removal to the Proctors.  
meetings of the members

8. There shall be an Annual General Meeting for all the members of the Club in Hilary Full Term, convened by the Secretary on not less than fourteen days' notice.
9. The Annual General Meeting will:
  - (a) receive the annual report of the Committee for the previous year and the annual accounts of the Club for the previous year, the report and accounts having been approved by the Committee;
  - (b) receive a report from the Committee on the Club's compliance with paragraph 2 above;
  - (c) elect Members of the Committee in accordance with paragraph 24 below: the Committee's nominations for the Officers and the Senior Member shall be contained in the notice of the Meeting: any alternative nominations must be seconded and have the consent of the nominee, and must be received in writing by the Secretary not less than seven days before the date of the Meeting: nominations for the other Committee Members may be taken from the floor of the meeting;
  - (d) consider any motions of which due notice has been given, and any other relevant business.
10. An Extraordinary General Meeting may be called in any Full Term; by the President, the Secretary or the Treasurer on not less than seven days' notice; or on a written requisition by seven or more members, stating the reason for which the meeting is to be called, and delivered to the Secretary not less than fourteen days before the date of the Meeting.
11. Prior to all General Meetings notice of the agenda shall be sent out with the notice of the Meeting.
12. The quorum for a General Meeting shall be ten members present in person or by proxy, of whom three must be members of the Committee. When any financial business is to be transacted there must be present the Treasurer, or a member of the Committee deputed by the Treasurer to represent the Treasurer's views to the Meeting (provided that where it is a case of a deputy, the only financial business transacted shall be that which was set out in the agenda accompanying the notice of the meeting).
13. Every matter, except where this Constitution provides otherwise, shall be determined by a majority of members present and voting. In the case of equal votes, the President of the Club shall have a casting vote.
14. Minutes of all meetings shall be kept and formally adopted. Copies of the minutes shall be made available to members and, upon request, to the Proctors.

**the committee**

15. The affairs of the Club shall be administered by a Committee consisting of not more than eight persons, which shall determine the subscriptions payable by the members of the Club and have ultimate responsibility for the activities of the Club. Members of the University shall at all times make up the majority of the members of the Committee. The Committee shall have control of the funds and property of the Club, and of its administration.



16. No member of the Committee (or the Club) shall enter into or purport to enter into any arrangement, contract or transaction on behalf of the Club with a value exceeding £1,000 unless the Committee has resolved to approve the relevant arrangement, contract or transaction at a Committee meeting.
17. The quorum for a Committee meeting shall be four members present in person. When any financial business is to be transacted, there must be present either the Treasurer or a member of the Committee deputed by the Treasurer to represent the Treasurer's views to the meeting.
18. The Committee shall be made up of the President, the Secretary, the Treasurer (together, the "Office Holders"; and their offices are referred to as "the Offices"), the Senior Member and <\_\_\_\_\_> other persons. The President, the Secretary and the Treasurer shall each be either a member of the Club whose eligibility stems from paragraph 4 above or paragraphs 6(a) to (c) above, or (with the approval of the Proctors) a member of Congregation. If his or her eligibility stems from paragraphs 6(a) to (c) above, on election to office he or she must sign an undertaking to abide by relevant provisions of the University Student Handbook and other relevant University policies, and to accept the authority of the Proctors on Club matters.
19. The President shall have the right to preside at all meetings of the members of the Club and at all meetings of the Committee. Should the President be absent, or decline to take the chair, the Committee shall elect another member of the Committee to chair the meeting.
20. Minutes of all meetings, including Committee meetings, shall be kept and formally adopted. Copies of the minutes shall be made available to members and, upon request, to the Proctors.
21. The Secretary shall:
  - (a) maintain a register of the members of the Club, which shall be available for inspection by the Proctors, the Clubs Office and the Proctors' Office on request;
  - (b) give notice of meetings of the members and the Committee;
  - (c) draw up the agendas for and minutes of those meetings;
  - (d) notify the Proctors (through the Clubs Office) promptly following the appointment and resignation or removal of Office Holders and other members of the Committee;
  - (e) take responsibility for the operation and updating of a suitable club web-page displaying (at a minimum) current club contacts and the constitution;
  - (f) provide the Insurance Section with full details of any insurance cover purchased from or through a national governing body pursuant to paragraph 2(c) above; and
  - (g) inform the Proctors through the Clubs Office 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).
22. The Treasurer shall:
  - (a) keep proper records of the Club's financial transactions in accordance with current accepted accounting rules and practices;
  - (b) develop and implement control procedures to minimise the risk of financial exposure, such procedures to be reviewed regularly with the University's Internal Audit Section ("Internal Audit");

- (c) ensure that bills are paid and cash is banked in accordance with the procedures developed under (b);
- (d) prepare an annual budget for the Club and regularly inform the Committee of progress against that budget;
- (e) ensure that all statutory returns are made including VAT, income tax and corporation tax if appropriate;
- (f) seek advice as necessary on tax matters from the University's Finance Division;
- (g) develop and maintain a manual of written procedures for all aspects of the Treasurer's responsibilities;
- (h) make all records, procedures and accounts available on request to the Senior Member, the Proctors and Internal Audit;
- (i) forward to the Proctors (through the Clubs Office) by the end of the second week of each Full Term a copy of the accounts for the preceding term (the format of which the Proctors may prescribe) signed by the Senior Member, for retention on the Proctors' files; and
- (j) if the Club has a turnover in excess of £25,000 in the preceding year, or if owing to a change in the nature or scale of its activities, it may confidently be expected to have such a turnover in the current year, submit its accounts (the format of which the Proctors may prescribe) for independent professional inspection and report by a reporting accountant approved in advance by the Proctors. Accounts are to be ready for inspection within four months of the end of the Club's financial year and the costs of the inspection and report shall be borne by the Club. If requested by the reporting accountant, the Club shall submit accounts and related material as a basis for a review of accounting procedures, the cost likewise to be borne by the Club.

23. The Senior Member shall:-

- (a) keep abreast of the actions and activities of the Club;
- (b) provide information relating to the Club to the Proctors on request;
- (c) seek to settle any preliminary disputes between the Committee and the members;
- (d) following paragraph 22(i) above, consider whether the accounts of the Club are in order and, if so, sign them;
- (e) ensure that adequate advice and assistance is available to the Secretary and the Treasurer in the performance of their responsibilities under paragraphs 21 and 22 above; and
- (f) be available to represent and speak for the Club in the public forum, and before the University authorities.

24. The members of the Committee shall be elected by the members of the Club annually and shall be eligible for re-election. The members of the Club shall not appoint several individuals jointly to hold any of the Offices, nor allow any individual to hold more than one Office at a time. The members of the Club shall appoint a member of Congregation as the Senior Member when electing other members of the Committee each year provided that a Senior Member who has previously held office as Senior Member for more than five consecutive years shall not be eligible for re-appointment. The Senior Member shall be a member of the Committee *ex officio*.

25. If during the period between the annual elections to offices any vacancies occur amongst the members of Committee, the Committee shall have the power of filling the vacancy or vacancies up to the next Annual General Meeting by co-optation.
26. Each Office Holder must, and shall procure that other Office Holders shall, at the end of any term of Office, promptly hand to the relevant successor in Office (or to another member of the Club nominated by the Committee) all official documents and records belonging to the Club, together with (on request from the Committee) any other property of the Club which may be in the outgoing Office Holder's possession; and must complete any requirements to transfer authority relating to control of the Club's bank accounts, building society accounts, or other financial affairs.
27. Without derogating from its primary responsibility, the Committee may delegate its functions to finance and general purposes and other subcommittees which are made up exclusively of members of the Committee.
28. The Committee shall have power to make regulations and by-laws in order to implement the paragraphs of this Constitution, and to settle any disputed points not otherwise provided for in this Constitution.
29. No member of the Committee shall be removed from office except by the approving votes of two-thirds of those present in person or by proxy at a General Meeting.

**indemnity**

30. So far as may be permitted by law, every member of the Committee and every officer of the Club (each a "**relevant officer**") shall be entitled to be indemnified out of the Club's assets against all costs, charges, losses, expenses and liabilities incurred by the relevant officer in the execution or discharge of duties as a relevant officer or the exercise of powers as a relevant officer, or otherwise properly in relation to or in connection with the relevant officer's duties. This indemnity extends to any liability incurred by a relevant officer in defending any proceedings, civil or criminal, which relate to anything done or omitted or alleged to have been done or omitted by the relevant officer in that capacity and in which judgement is given in the relevant officer's favour (or the proceedings are otherwise disposed of without any finding or admission of any material breach of duty on the relevant officer's part), or in which the relevant officer 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 the relevant officer by the Court.
31. So far as may be permitted by law, the Club may purchase and maintain for the benefit of any relevant officer insurance cover against any liability which by virtue of any rule of law may attach to the relevant officer in respect of any negligence, default, breach of duty or breach of trust of which the relevant officer may be guilty in relation to the Club and against all costs, charges, losses and expenses and liabilities incurred by the relevant officer and for which the relevant officer is entitled to be indemnified by the Club by virtue of paragraph 30.

**dissolution**

32. The Club may be dissolved at any time by the approving votes of two-thirds of those present in person or by proxy at a General Meeting. The

Club may also be dissolved (without the need for any resolution of the members) by means of not less than thirty days' notice from the Proctors to the Secretary of the Club if at any time the Club ceases to be registered with the Proctors.

33. In the event of the Club being dissolved, its assets shall not be distributed amongst the members, but shall be paid to or at the direction of the University.

**INTERPRETATION**

34. Any question about the interpretation of this Constitution shall be settled by the Proctors.
35. This Constitution shall be binding on all members of the Club. No regulation, bye-law or policy of the Club shall be inconsistent with, or shall affect or repeal anything contained in, this Constitution.

**Appendix to the Standard Constitution of a Non-Sport Club**

**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 and to the University's new Standard Constitution of Non-Sports Clubs, introduced in Michaelmas Term 2016 (the "New Standard Constitution", to which these Bylaws are appended), which all non-sports clubs of the University are required to adhere to. In the event of any divergence or conflict between these Bylaws and the New Standard Constitution, the provision(s) and requirement(s) of the New Standard Constitution shall prevail.*

## 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. Non-Oxford students can become members of *STAIR* by following the rules set in Article II.

*STAIR* members may proactively recruit a non-Oxford student who possesses the necessary skill sets to run for an open position. Excluded from this rule are the positions of Managing Editor, Liaison Officer, and Treasurer. Prior to standing for election, their candidacy will require a two-thirds majority vote of support from *STAIR* members. For editorial positions (i.e. Themed Section Editor, General Section Editor, Book Reviews Editor), the non-Oxford student will require at least one co-editor who is an Oxford student.

Once the two-thirds majority in support of the candidacy has been achieved, the election for the position will take place as described in Article VIII of these bylaws.

No more than three officer positions can be held by non-Oxford students at any time. Elections will take place sequentially, following the listing in these bylaws.

Section 3. 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 4. 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 5. 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 Editor, a Production Editor, a Sales and Marketing Officer, a Treasurer, a Liaison Officer, a Senior Member, a Public Relations Officer, a Copy Editor, a Book Reviews Editor, and a Webmaster. Either the Managing Editor or the Liaison Officer must be a student at St Antony's college.

Section 2. The Editors shall:

A. Serve on the Executive Committee.

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

C. Be in charge of the contents of the journal issue they were elected for under Article VIII, Section 2. This includes direct responsibility for solicitation and presentation to the General Meeting of abstracts and articles, for the peer-review and corrections process, as well as supervisory responsibility for book reviews, copy-editing, and final proof-reading.

D. Present to the General Meeting an outline for the production of the issue they took responsibility for no later than four weeks after being elected. This outline shall describe the editorial principles for the planned issue as derived from the Preamble and Article 1; the structure of the issue; the proposed division of tasks between the two editors responsible for the issue and between them and other members of *STAIR*. It shall contain a proposed time-line for the solicitation and selection of abstracts and articles, peer-review and corrections process, copy-editing, final production and proof-reading. The outline must find the approval of a majority at the General Meeting or be amended and resubmitted until a majority is found.

E. Conduct, in cooperation with the Managing Editor, *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; the identity of peer reviewers is to be kept confidential by the two Editors in charge of an issue; for supervision the Managing Editor 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, including notification of revisions, acceptance, and rejections.

I. Make any final editorial decisions as are necessary in accordance with the objectives of *STAIR* as set forth in these Bylaws.

J. 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.

K. 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.

L. 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.

M. Report regularly to the General Meeting with reference to the outline plan presented to the General Meeting before.

Section 3. The Managing Editor shall:

A. Perform the tasks associated with the role of “President” as defined by the University of Oxford Regulations governing clubs, societies, and publications.

B. Serve as chairperson at the General Meetings. If the Managing Editor 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 Editor 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. Liaise with the printing companies and ensure quality standards.

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

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 Editor.
- 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 Editor 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 Editor.

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 Editor 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 Editors 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. Fulfil the tasks outlined in the University of Oxford Regulations governing clubs, societies, and publications.

Section 13: The Webmaster shall:

A. Maintain the website of the journal.

## **ARTICLE V. EXECUTIVE COMMITTEE**

Section 1. The Executive Committee shall consist of the five Editors, the Managing Editor, 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.

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 Editor, 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 Editor must also be full-time graduate students that are not completing their final year of studies at Oxford. The Editors and Managing Editor 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 Editor, 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 Editor.

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.

## Template Complaints Procedure for Non-Sports Clubs

This document sets out the procedure for complaints (“Complaints”) against a member or members of the St. Antony’s International Review (STAIR) (the “Club”) including for breach of the Club’s Code of Conduct or the University of Oxford’s Policy and Procedure on Harassment.

### 1. Applicability of the procedure

This procedure applies where a person believes that a Club member or members have failed to act in accordance with the Club’s Code of Conduct, the University of Oxford’s Policy and Procedure on Harassment, or have acted in breach of their obligations under the Club Constitution, during or in connection with Club activities.

### 2. Definition of the “Committee”

- a) If the person or persons being complained about (the “Subject(s)”) is one or more member(s) of the Committee, then the references to the “Committee” in this procedure are to the members of the Committee excluding the Subject(s).
- b) If the identity of the Subjects is such that it is impossible for a quorate Committee to consider the Complaint, the Complaint should be referred for consideration to the Senior Member, or, if the Senior Member is the Subject or otherwise conflicted, to the Proctors ([casework@proctors.ox.ac.uk](mailto:casework@proctors.ox.ac.uk)).

### 3. General

- a) Time limits in this procedure should usually be met by all parties. Time limits may only be extended by the relevant decision-maker(s) where it is necessary to do so in order to ensure a fair outcome (for example, where more time is needed because of a party’s illness, the timing of examinations or during the holidays).
- b) Complaints will be dealt with confidentially by all parties involved, except where it is necessary to disclose information to carry out a fair investigation.
- c) Complaints can be made anonymously and can lead to informal action but the extent to which an investigation can be carried out is likely to be limited where the person making the report does not want to be identifiable because of the need to follow a fair process for all. For example, it is very unlikely that a complaint could remain anonymous if it is likely that penalties will be imposed.
- d) The Committee may decline to consider malicious, vexatious or frivolous complaints.
- e) If the complaint relates to conduct which could constitute a serious criminal offence the Club should seek advice from the Proctors’ Office ([casework@proctors.ox.ac.uk](mailto:casework@proctors.ox.ac.uk)).
- f) Nobody who has a conflict of interest should be involved in decision-making under this procedure. If there is a doubt as to whether a conflict exists advice should be sought from the Senior Member.

### 4. Informal resolution

- a) The person making the complaint should consider taking steps to resolve the matter informally before making a formal complaint. This might include discussing the matter with the Subject, and/or seeking advice from the Welfare Officer, the Senior Member or contacting the Clubs Office. The University’s Student Welfare and Support Services provide an informal mediation service which is also available to student clubs.

### 5. Referring a Complaint

- a) A formal complaint should be made to the Committee by being given to any member of the Committee, in writing, as soon as possible after the conduct complained of (the "Complaint"). To ensure the complaint can be investigated appropriately, this should be within **1 month** of when matters complained about occurred. The committee may accept later complaints if they think it is fair and appropriate to do so (having regard to relevant factors which may include the impact on those involved in the complaint, the interests of the Club and the reasons for the delay).
- b) The Complaint should be in writing and should include:
  - i) A detailed description of the event(s) complained of;
  - i) The outcome that is sought;
  - ii) Statements by any people who witnessed the event(s) or were affected by them; and
  - iii) Any other documents or evidence relied upon in support of the Complaint.
- c) If the Complaint includes an anonymous statement from a witness or refers to an individual without disclosing their identity, it must include the reasons why anonymity is requested in each case.

## 6. Interim Measures

- a) If it is necessary to do so to protect either or both parties and/or other club members from a risk of harm and/or distress, the Committee may suspend the Subject's Club membership and/or access to Club activities and/or facilities for up to **2 months** pending proceedings under this procedure.

## 7. Response to the Complaint

- a) Within **5 working days** of receipt of the Complaint, the Committee will:
  - i) send the person making the Complaint an acknowledgment of receipt; and
  - ii) write to the Subject attaching the Complaint, all of the accompanying evidence and a copy of this procedure and stating that the Subject has **10 working days** to provide written representations and any evidence in response to the Complaint (the "Response").
- b) If the Response includes an anonymous statement from a witness or refers to an individual without disclosing their identity, it must include the reasons why anonymity is requested in each case.

## 8. Further Enquiries

- a) Upon receipt of the Response, the Committee may make any further enquiries of any person that they consider necessary or desirable.
- b) If the Complaint is likely to result in removal of membership, the discussions of the Committee must involve consultation with the Senior Member under Paragraph 7 of the Club's constitution (the "Constitution").

## 9. Decision: Complaints against Club members who are not Committee members

- a) The Committee shall record its decision and the reasons for it in writing and shall send a copy of the reasoned decision to the parties within **10 working days** of the deadline for the Response.

## 10. Decision: Complaints against Committee members

- a) If the Complaint is against one or more Committee members, the Committee shall send:
- iii) a copy of the Complaint file; and
  - iv) a list of five Club members who are not Committee members and who are not the subject(s) of the complaint suitable to consider the matter and determine the appropriate penalty, together with their email addresses,
- to the Senior Member within **5 working days** of the deadline for the Response.
- b) The Senior Member shall contact the five club members selected under 10(a)(ii) and ask them to confirm if they have any conflicts of interest and their availability and shall then select three members to form a disciplinary committee (the “Disciplinary Committee”) within **3 working days** of receipt of the complaint file. If it is not possible to identify three members able to form a Disciplinary Committee (for example, because of conflicts or lack of availability) the Senior Member may appoint other members of the Club and/or ask the Committee members who are not the subject(s) of the complaint for further suggestions.
- c) The Disciplinary Committee shall consider the matter in consultation with the Senior Member and determine the appropriate outcome. When arriving at its decision the Disciplinary Committee shall have full discretion to arrive at any decision they deem appropriate and to make any further enquiries of any person that they consider necessary or desirable.
- d) If the identity of the Subject(s) and/or any conflicts of interest are such that it is not possible for a quorate Committee to consider the matter under paragraphs 5-8 above, the Committee shall, on receipt of a Complaint under paragraph 5, send it to the Senior Member and the Senior Member shall select a Disciplinary Committee to consider the matter in place of the Committee in accordance with this procedure and without input from the Committee and without receipt of recommendations from them.
- e) The Disciplinary Committee shall record its decision and the reasons for it in writing and shall send a copy of the reasoned decision to the parties within **10 working days** of formation of the Disciplinary Committee under 10 (b).

## 11. Sanctions

- a) The sanctions that may be imposed under this procedure include:
- i) Suspension of, access to or use of all or some of the Club’s activities or facilities for a fixed period;
  - ii) Suspension of membership of the Club for a fixed period;
  - iii) Removal from office;
  - iv) A permanent or time-limited ban from standing for any Club Committee position;
  - v) Removal of membership of the Club.

## 12. Review

- a) An Oxford University student (including students in the categories set out in Paragraphs 4, 6(a) to (c) of the Constitution) whose membership of the Club is removed under this procedure has a right to ask the Proctors to review the Committee’s decision, under Paragraph 7 of the Constitution. The Proctors’ review will consider whether the appropriate procedure has been followed and whether there has been any procedural irregularity or error. Such a review request should be made within **10 working days** of notification of the decision of the Committee or Disciplinary Committee.



### **13. Promoting good practice**

- a) The Committee will keep a record of all Complaints received and prepare an annual report that, in anonymised form, will set out:
  - i) the category of such Complaints (e.g. harassment, funding disputes or service issues);
  - ii) an overview of how Complaints were resolved; and
  - iii) any Committee recommendations arising from them (for example, what further steps, including training, the Club may wish to consider to deal with incidents of harassment).
  
- b) Non-anonymised records should be held securely and destroyed when they are no longer needed, in accordance with data protection legislation.

## Template Code of Conduct for Non-Sports Clubs

1. St. Antony's International Review (STAIR), ("the Club") does not tolerate any form of harassment or victimisation and expects all of its members, employees, and visitors to treat each other with respect, courtesy and consideration.
2. All members of the Club are expected to read and agree to act in accordance with this Code of Conduct and the University of Oxford's [Policy and Procedure on Harassment](#). Oxford students are also required to act in accordance with the Code of Conduct set out in [Statute XI](#). Membership may be removed or suspended for failing to do so, and opportunities for members to take part in activities within and on behalf of the Club may be restricted.
3. All members of the Club are expected to:
  - treat other members with dignity and respect
  - discourage any form of harassment by making it clear that such behaviour is unacceptable
  - support other members who feel that they have been subject to harassment
  - attend any mandatory Club training put in place by the Committee
4. "Harassment" includes in particular the following conduct, however carried out (including online):
  - verbal or physical bullying or threats
  - sexual harassment including unwanted physical conduct, sexually explicit remarks or sexual assault
  - racist behaviour or comments
  - homophobic or transphobic behaviour or comments
  - victimisation
  - religiously motivated abuse
5. The Club should designate one or more member of their Committee as 'welfare officer(s)' who will act as a source of advice and support for Club members in relation to welfare issues and during harassment complaints.
6. The Club's designated welfare officer [name of Committee member] can be contacted for informal advice, including in relation to how you make a formal complaint, at [email address]. Support and advice is also available from the Clubs Office.
7. The Club Complaints Procedure provides steps for dealing with internal complaints. Clubs are required to have this in place and to follow these steps when they receive a complaint.
8. University of Oxford students can also seek support from:
  - one of the [University's harassment advisors](#);
  - college harassment advisors (for members of Oxford colleges);
  - their college deans or other officers with pastoral responsibilities, the Common Room welfare or equal opportunities officer or a student peer supporter;
  - [Oxford SU's Student Advice Service](#)
  - Student Welfare and Support Services including:
    - the [University Counselling Service](#)
    - the [University's Sexual Harassment and Violence Support Service](#)
9. More information is available on the [Oxford Students Harassment Pages](#), including a flow chart explaining the steps within the University's complaints procedures (e.g., for complaints against staff and students).