WHEN PUBLISHING BECOMES FRAGILE: RESILIENCE IMPERATIVE IN THE ROADMAP

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Background

The war in Ukraine has exposed the structural fragility of scholarly publishing infrastructures and demonstrated that short-term resilience measures are no longer sufficient for safeguarding the continuity, visibility, and credibility of Ukrainian research. Fragmented editorial teams, vulnerable repositories, unstable institutional support, loss of control over journal infrastructure, rising publication costs, and uneven integration into global Open Science systems reveal the need to move beyond reactive survival strategies toward proactive ecosystem redesign.

Methods

The study applied a conceptual and comparative research design based on documentary analysis, international benchmarking, and roadmap modelling. It examined wartime disruptions in Ukrainian scholarly publishing and compared them with European Open Science policies, COPE guidelines, EOSC principles, Plan S requirements, and university-press models such as UCL Press. The findings were synthesised into a **four-phase transformation roadmap** focused on vulnerability diagnosis, professional upskilling, strategic partnerships and twinning, and iterative monitoring aligned with European Open Science frameworks.

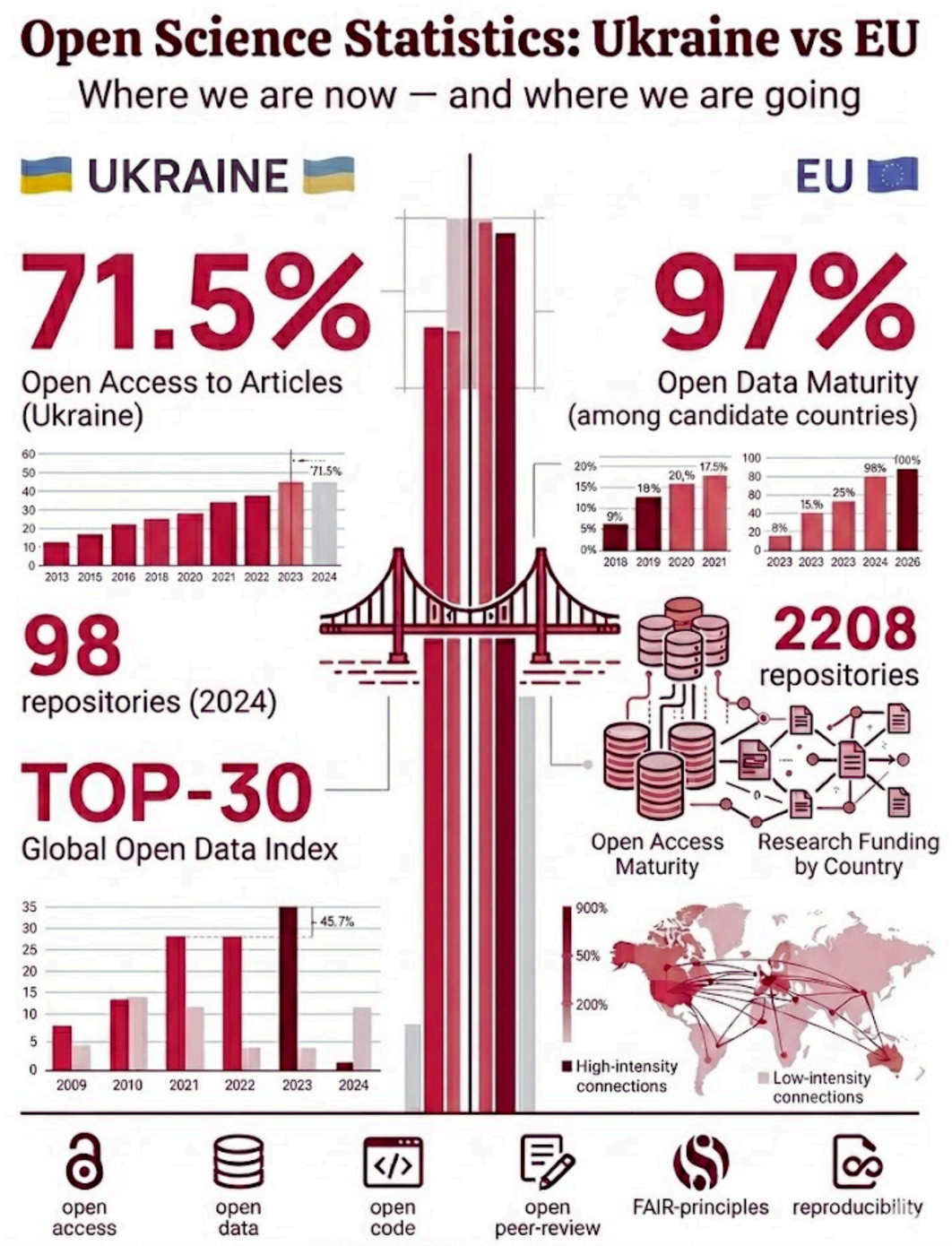
Results

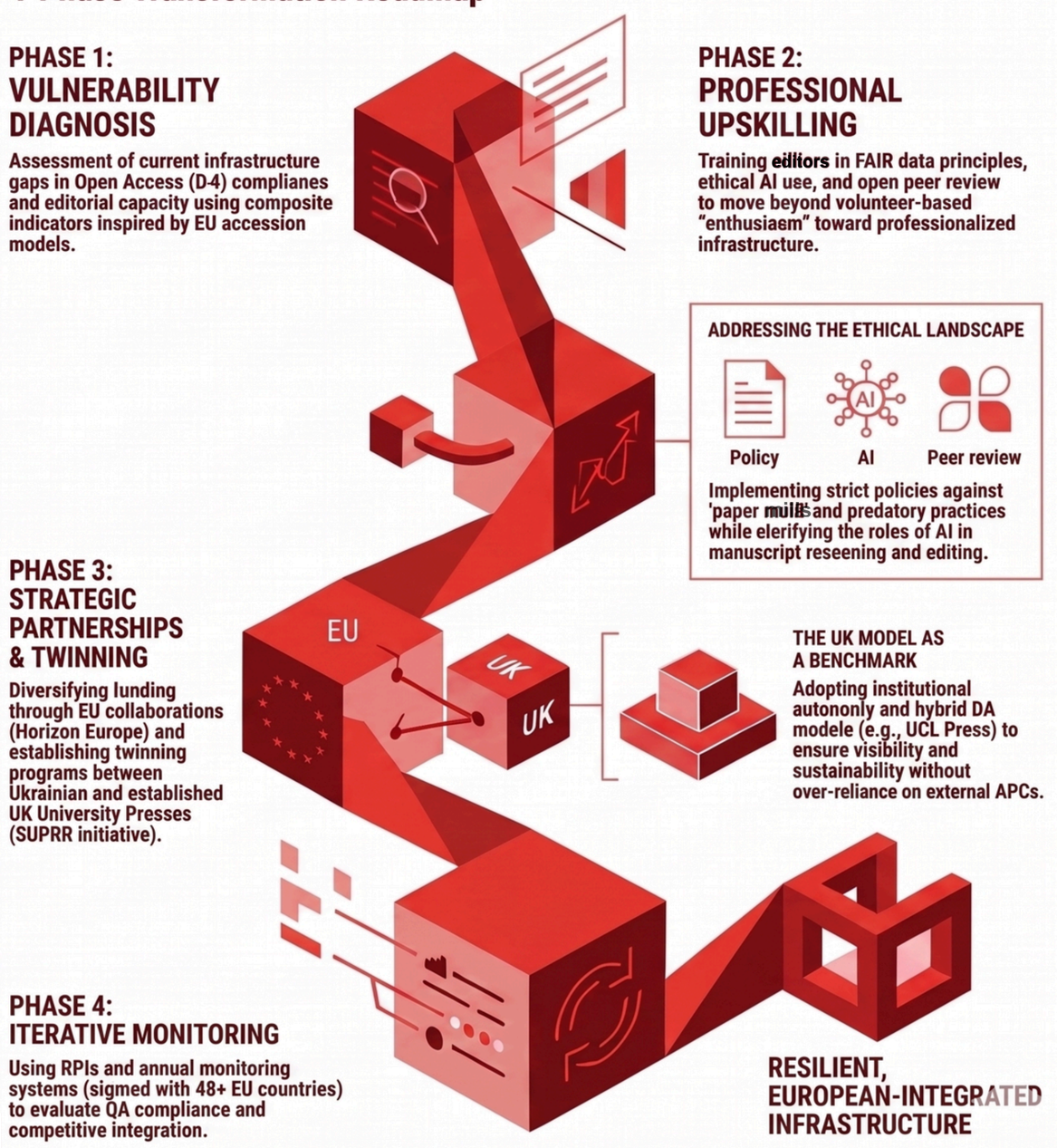
The proposed comprehensive concept of the functioning of the scholarly publishing ecosystem in modern universities and a roadmap for the digital and socio-economic transformation of scholars, institutions, and publishing organisations integrates lessons from the war shocks with international best practices, including the COPE & EASE guidelines, the EOSC principles, Plan S compliance, and university publishing models such as, for example, UCL Press. It also builds on European open science roadmaps implemented in Finland, Estonia, Sweden, Denmark, Norway, and Latvia. At the EU level, the European Open Science Cloud (EOSC) roadmap and National Open Science Cloud Initiatives (NOSCIs) in 40+ countries emphasise federated infrastructures, skills training, and policy harmonisation. It demonstrates phased approaches: initial vulnerability diagnosis, capacity-building through training, implementation through partnerships, and ongoing evaluation - strategies that Ukraine can adapt for post-war recovery, leveraging national insights to build localized resilience. For Ukraine, these examples provide a practical framework fand building a sustainable, ethical, and internationally aligned publishing infrastructure based on hybrid governance models, university-led publishing, decentralized digital tools, robust preservation strategies, ethical use of artificial intelligence in peer review, multilingual metadata standards, strategic partnerships, and KPI-based evaluation.

There are *several core principles that Ukraine can adapt:*

- institutional autonomy with strong strategic alignment;
- hybrid open access and sustainable business models;
- national coordination and infrastructure investment;
- professionalization and capacity building;
- resilience through diversification and minimized redundancy.

By borrowing from these principles, *Ukraine's roadmap can prioritize:* institutional embedding of university (broadly academic) presses with multi-source funding, national coordination for metadata and preservation, professional training and international twinning (e.g., via SUPRR), diversified income to build long-term resilience.





Conclusion

By embedding the National Research Fund of Ukraine project's theoretical foundations into practical resilience imperatives, Ukrainian universities can transition from fragile, volunteer-dependent publishing systems to robust, internationally harmonized infrastructures. This not only safeguards knowledge sovereignty during crises but also positions Ukraine as a proactive contributor to the European open science landscape, turning wartime challenges into catalysts for systemic reform.

The UK-inspired approach (as the first step action 2025-2027), adapted to Ukraine's post-war context, can support the transformation of fragile publishing systems into robust, internationally competitive infrastructures that safeguard knowledge sovereignty and accelerate integration into the European Open Science space.

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