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ORGANIZATIONAL STRUCTURES AND ACTIVITIES OF PUBLISHING HOUSES OF LEADING UNIVERSITIES OF THE WORLD

Abstract. *The article analyzes the organizational aspects of the activities of university presses in the United States and European countries. At the present stage, they create a mobile, financially capable, relatively autonomous system that is influential in the development of higher education and significant in the book space in general; they actively use marketing tools to ingrow into the market of scientific and educational books and cooperate with the subjects of the external environment. Traditionally, scientific monographs dominate the production of most American university presses, while European publishers focus on the development of magazine publications. Entering the digital space with the programs of open access to magazines and monographs outlined new perspectives for scientific content, leading to increased investment in digital technology. Significant prospects have been demonstrated by the model of organizational partnership — the creation of a joint structure of a university press and a non-core subject of the industry with a division of responsibilities in accordance with the competence specialization. Integrated publishing houses and publishing houses of open access, whose business model is based on digital technologies, are in the development phase. The optimal organizational structure of the modern university press has such main parameters: the maximum initiative in the generation of solutions; self-integration of employees into production and management processes; replacement of the "subordinate" status by the "partner" status; an inclination to innovate; dynamic response to processes in the external environment.*

Introduction.

University press is a special phenomenon of the publishing sphere and an important factor in higher education and university science, in the establishment and dissemination of scientific and ideological ideas in the society. The choice of effective forms of the organizational structure of the university press at the present stage involves understanding the publishing experience of universities in the historical perspective, understanding the realities of each stage of the formation of a university book. The research is based on the analysis of experience of publishing practices of leading universities in the United States, Great Britain, Poland. Implementation of the university idea is impossible without creating an intellectual (scientific, educational, reference, encyclopedic) book, always called upon by the needs of science and education of a specific time and directed to the future. Organizational, structural and functional specificity of university publishing houses directly affects the basic and dynamic parameters of the activity of specific publishing structures.

Leading university publishers, developing the tradition of an intellectual book, are increasingly focusing on working with polyfunctional educational publications designed to form

a complex of competences in the disciplines concerned; they are oriented on multiplatform and increasingly use outsourcing cloud technologies [1, p. 11–12].

The need for competitiveness of publishing houses and publishing units of higher educational institutions raises the need to change the organizational structure, managerial and procedural technologies in the field of university publishing, which is promoted by the introduction of innovative approaches, methods and models of activity. It primarily concerns e-books, electronic libraries, on-demand printing, quick printing, and others. Foreign experience in the introduction of innovation processes indicates a reduction in costs and increased productivity of production, permanent or temporary cooperation, as evidenced by the example of the publishing houses of Columbia University and Johns Hopkins University [2, p. 17–18].

Researcher T. Bekker-Nielsen notes that the university press is not directly competitive to subjects of other segments of publishing activity; it naturally complements the traditional publishing sector. However, its income can not cover all costs, since the publisher has to work with a non-profit book [3, p. 102–104]. The thesis on the non-profit nature of the university book is not entirely clear: as practice shows, the commercial effectiveness of any book, including those issued by a university publisher, depends not on the type of publishing, but on its marketing support: focusing on the target audience; the relevance of the book's content to the key needs of potential users; quality of presentation of ideas, theses, practices; communication and distribution activity.

1. Publishing activities of US universities.

Publishing activities of leading universities of the USA cover about five centuries, in their content (functionality) and achievements (experience, traditions, products) were accumulated important stages of the history of university book, which are more diverse by the essential parameters than by organizational and structural ones.

A powerful culture of university press is represented by publishing houses of higher education institutions in the United States, united in the Association of American University Presses [4]. It was founded in 1937 on the initiative of seventeen university publishing houses. Today, it brings together over one hundred and thirty subjects of publishing activity in the system of higher education. The Association assists them in training and retraining of employees, in search for donor resources, provides legal consulting services, organizes corporate advertising, moderates the data bank of scientific publications of American universities, and investigates the market of scientific and educational books. Publishing houses belonging to the Association are not profitable. The Association budget is formed from membership fees (one third of the financial income), as well as income from services.

The activities of university presses and libraries are supported by the Society for Scholarly Publishing, founded in 1979, whose mission is to "promote scientific publications and communications", as well as to assist in the professional development of workers of participating organizations "through education, cooperation and networking" [5]. There is some influence on the activities of university presses on the part of the Association of American Publishers. Its structure includes the "Freedom of Reading" Committee, the purpose of which is to counteract the manifestations of censorship.

The first in the USA university publishing house was founded in 1869 at Cornell University – Cornell University Press. In 1964, there were about 60 such publishing houses [6, p. 25, 165–169]. In the 90s of the last century, university presses were substantially supported by the state through the procurement of the Library of the United States Congress (800 copies of each edition in the binding) [7], which enabled them to cover the costs of preparing the publication, and subsequently publish a book in the cover and make a profit. Publications in the so-called "moving binding" (for reference and study literature) are very popular among American students. They enable to compile a collection of materials necessary for studying and systematically update them.

US Bookstore Networks have generally little interest in a scientific book. Even publishing houses in Harvard, California, and Chicago (Illinois) universities due to the marketing

difficulties offer their audience a rather limited range of printed books (about 150 titles per year). Columbia University is the exception [2, p. 17–18].

The organizational structure of the United States university presses emphasizes the use of marketing tools for the ingrowing into scientific and educational book market, provides multifunctionality of employees, active cooperation with various subjects of the environment. The organization of internal processes is highly correlated with the specifics of the structure and the scale of production: in small publishing houses, the decision regarding a publishing project is offered and often made by the editor, in medium-sized houses it is made at weekly meetings; in major publishing houses - at a meeting of the editorial board / committee.

The manning tables of university presses usually cover typical positions: the head of the publishing house; chief editor (executive editor, vice president of editorial work); editor for work on author's suggestions (senior editor, project editor); editor-manager; assistant editor; text editor; editor-corrector; technical director; production director (production services manager, vice president of production); production coordinator; economic planning specialist; assistant in production; marketing director, market research manager; sales manager; advertising and sales promotion manager; chief artist; designer and others. [6, p. 94–98]. According to manning tables and job descriptions, each employee has a clearly defined range of functional responsibilities. Most US university publishing houses receive partial funding from the budget of educational institutions – 15%, the rest of the funds are drawn from various funds, regional and federal programs [8, p. 69–70].

For example, the University of Michigan Press, which successfully operates on the market of scientific and educational books (publishing monographs and textbooks for learning English as the second language), has financial support from the state budget, as well as by donations from graduates [9, p. 317].

There are forty five specialists in the staff of the publishing house. It is headed by its director, which manages such subordinated departments: editorial, production, digital processing departments, marketing department, customer service, sales department, business office and warehouse. The editorial department consists of five editors, each of them has four assistants [9, p. 318]. Despite the fact that in the United States "there is a steady increase in the number of small and medium publishing houses" [10, p. 40], some of them are forced to reduce their staff and current costs, refuse the parallel publication of the printed book and its electronic version. British university publishing houses also follow the practices of delayed release of electronic versions of publications. Traditionally, most American presses are dominated by scientific monographs; they often offer publishing corporations the right to publish them [6, p. 36].

The Columbia University Press (1893) specializes in publications on the history of literature, political and law sciences, biology, economics, publishes reference books - dictionaries, encyclopedias, bibliographic references, and others. The high cost due to the small number of publications, as well as the reduction of subsidies from universities (by 8- 10%), make them publish more commercial literature, as do Princeton, California and other universities, move into the niche of regional publishing (publishing houses of the universities of Nebraska and Oklahoma) [11]. In addition, universities require their publishers to transition to a self-sustaining, profitable activity. Under such conditions, a university book, primarily a scientific one, found itself in the grip of commercialization, and its future - before new challenges.

The University of California Press, 1893, operates as an autonomous unit of its President's Office. It is headed by the director, the financial supervision is carried out by the board of directors (appointed by the vice-rector for academic affairs), which includes the Office of the President of the University, the co-chairmen of the editorial board of the University of California Press, the chairman and deputy chairman of the Board of Trustees of the Fund. The financing of the publishing projects is provided by the Fund, which was established in 1980 as The Associates of the University of California Press for the accumulation of funds for the university publishing house and now acts as an independent nonprofit organization. The review of the authors' originals and the approval of the original layouts is carried out by the editorial

committee, the composition of which is formed by the university academic senate [12; 13]. In the ranking of the most powerful university publishing houses in the United States, the University of California Press is ranked after Harvard, Yale, Princeton, Chicago (Illinois) universities, the Massachusetts Institute of Technology and among them is the only publishing house of the State University.

A wide assortment of electronic publications is presented in the directories of the press, its autonomous unit actively cooperates with distributors of content, such as Amazon.com (Kindle), Barnes & Noble, and also with American Council of Learned Societies (ACLS), eBooks.com, etc. A wide selection of publications on architecture, anthropology, art, literature, philosophy, political science, and scientific journals (purchase / access) is offered on the website of the publishing house [13]. In addition to the funds from the sale of publications, the proceeds from the souvenir production with the logo of the University Press (cups, postcards, bags, T-shirts, etc.) is a substantial investment source.

The website of the University of California Press [13] systematically informs about vacancies and requirements to applicants. For example, in the list of responsibilities of the senior editor of the editorial, design and production department it is indicated: the volume of work is about 30 books per year of varying complexity; preliminary evaluation of the project; budget formation; editing supervision, prepress preparation supervision; hiring, instructing and controlling the work of copywriters and proofreaders; cooperation with freelance artists, etc. Applicant to the post must have a bachelor's degree, 3-5 years of editorial experience and overcome the requirements of compulsory selection. If necessary, freelance copywriters, proofreaders, etc. are involved in cooperation.

Reducing of the circulation and income from the sale of printed media has led publishers to enter digital space with open access to magazines (Collabra) and monographs (Luminos) [12]. It fundamentally changed the model of the monograph, made it possible to have wider access to them and, on this basis, outlined new perspectives for scientific content. Under pressure from changes in approaches and work, the publishing house, due to substantive innovations and reorganization of the structure, holds leading positions in the market of the university books and periodicals of the USA. The University of California Press was one of the first (together with the publishing houses of the New York, Michigan, and Cincinnati universities), to participate in the joint project of the Association of American Universities (AAU), the Association of Research Libraries (ARL), which unites 124 US and Canadian scientific libraries, and the Association of American University Presses (AAUP) to open free access to monographs. Participants cover the costs for the implementation of this project at the expense of university grants, financial revenues from sponsors. Mandatory conditions for the participation of universities include "university grant for 15 thousand US dollars (monograph volume up to 90 thousand words; works of bigger volume require additional funding); providing of three grants during the year; participation in the project for not less than 5 years" [14].

Harvard University Press (1913) is another well-structured publishing house. It has offices in Cambridge (focused on serving orders from North and South America, Australia, Asia) and London (focused on serving British consumer requests, and requests of European countries, Middle East and Asia). Online orders in the U.S. and Canada are performed by Triliterate LLC [15].

The publishing house is headed by the director. The organizational, creative and productive aspects are dealt with by the staff of the editorial department: assistant director (editor-in-chief); executive editor-in-chief; senior executive editor in Europe (senior executive editor in economics); senior executive editor in history and modern issues; executive editors of life sciences, physical sciences and technology, history, humanities. The university press publishes books on history, philosophy, literature, law, economics, etc. The authors send an offer with the book information to the address of the corresponding specialization editor [15].

Promotion of products of Harvard University Press is the sphere of activity of the editorial department, the department of advertising, and marketing managers. In 2017, the

product of this publishing house was popularized at 32 conferences in the US, Canada, the United Kingdom, and Portugal. As well as the publishing houses of the Universities of California and Oxford, Harvard University Press actively uses catalogs: seasonal, that come out twice a year (autumn / winter, spring / summer), and subject-related – Asian Studies, Education and Psychology, History, Literature and Culture, Philosophy, Religion, Science, Social Sciences and Law. A lot of projects became popular all around the world. They include the Dumbarton Oaks Medieval Library, The I Tatti Renaissance Library, The Loeb Classical Library (5000 volumes of Greek and Latin texts translated into English), The Murty Classical Library of India [15]. Valuable information on publishing projects is included to reference books and their appendices, such as Book Industry Trends, Books in Print, Books in Print Supplement, Directory of Directories, Medical Books and Serials in Print, Scientific and Technical Books and Serials in Print.

The authors of Harvard University Press have repeatedly received the Pulitzer Prize (Edward Wilson - twice for the books “On Human Nature” and “The Ants”), Bancroft Prizes, National Book Awards. The publishing house became partners with high-powered distributors - Amazon Kindle, Barnes & Noble Nook, Kobo, Apple iBooks, and others. The publishing house actively uses video and audio interviews with authors, technology of SPIM-marketing and others to promote the editions [15] .

In recent years, a promising organizational model of an alternative (or better called partner) publishing house has declared itself. It is created mostly by the university publishing structural unit. Such an experience in the United States is known from the activity of the University of Chicago (Illinois). On the basis of the university press there was created the Dalkey Archive publishing house, which works in the premises provided by the university. The director of the publishing house is a staff member of the university, released from teaching, his employees are graduate students [11]. Dalkey Archive works with works of fiction, actively promoting products in various catalogs. This organizational structure allows the university press to focus on scientific publishing, and to delegate the development of other areas to an alternative (partner) publishing house.

At the present stage, American university presses are a mobile, financially capable, relatively autonomous system that influences the development of higher education and the national book space. Not being innovative leaders, they are not separated from innovations, and therefore from the development of all components of vitality and competitiveness.

2. Organizational aspects of the functioning of university presses in Europe.

University publishing of leading European countries, as well as the United States, identifies key trends, their differences diagnose the preconditions and the nature of problems, while innovative models suggest areas of effort and direction of development for systems and subjects, which use the model of imitative transformations.

The United Kingdom is the historic trendsetter in the world's higher education and university publishing. British university publishers have largely generated the tradition of a university book, the key aspects of its development. Characteristically, in the UK "the segment of a scientific book in the first decades of the twenty-first century is growing faster than GDP"[16].

Oxford University Press is the undisputed leader of British scientific and educational book publishing. It publishes products in over 45 languages in print and digital formats for diverse consumers. A significant proportion of its target audience is schoolchildren (more than 11 million editions provide education of 8 million students in Great Britain) [17].

The organizational structure of the Oxford University Press management is fixed in the University Statute. The activity of the publishing house is controlled by a specially formed group of delegates from academic staff of the university. Its meeting is held twice a week, chaired by the Vice Chancellor of the University. The financial committee, which manages the assets and finances of the publishing house, consists of the head and vice chancellor of the university, senior vice rector, six delegates, four highly qualified financial experts, chief executive officer,

five members of the committee and external members of the executive committee. In addition, the publishing house is also supervised by audit and staff committees [17].

The Archive of Oxford University Press stores information on the publishing activities of the University from the 17th century to the present day. The result of the seven- year work (2006-2013) of researchers is a large-scale project "The History of Oxford University Press". The first three published volumes cover the publishing activities of the University of Oxford from 1478, when the first book was printed there, until 1970. Fourth volume is devoted to modern realities.

As the result of Oxford University Press activities in 2016, the turnover amounted to 847.4 million pounds sterling (increased by 3.3% against the previous reporting period), profit for the year amounted to 93.7 million pounds sterling [17]. The publishing process involved more than 6 thousand employees. The products of the publishing house are known in 190 countries, annual sales amount to 110 million copies (most are sold outside the UK). In 2016, 5100 titles were published.

The publishing house and all its branches, like Oxford University, are exempt from taxation. In addition to traditional markets, the University Press develops business in Pakistan, China, and India, introducing its innovations - digital platforms, online research tools, and more. Given the active onset of new realities, the publishing house was forced to abandon some of the projects that were recently respectable. According to the decision of the Finance Committee, the production of contemporary literature has been discontinued, as well as work on intellectual series "Modern Masters" and "Opus". The work on the series "Clarendon Press" (the most prestigious monographs) also became problematic. The head of the financial committee, Kate Thomas, explained it by "the pressure on university presses on the part of bookstore networks that require ever-increasing discounts on products" [11], and increased competition from non-university publishing houses. And this is despite the fact that "the volume of annual sales of Oxford University Press exceeds the total sales of all American university presses (about \$ 0.5 billion)" [11], primarily due to the release of books in the "trade" format, which has common features with popular and applied book.

Cambridge University Press (1534) operates as a department of a higher education institution. By its content and scale, it is in the leading positions in international book publishing. It is a powerful, branched structure, as evidenced by at least 50 offices around the world. Each year Cambridge University Press publishes about 1500 books and more than 370 scientific journals. Among its authors there are 60 winners of the Nobel Prize [18]. According to the results of the annual report for 2016-2017 academic year, the total sales amounted to £ 306 million (14% more than in the previous reporting period), with profits of £ 16.3 million (against £ 6.5 million in the prior reporting period). The volume of digital products in the general sale of the Cambridge University Press amounted to 36% [19].

Leadership requires looking for opportunities for maintaining relevant positions in the segment of modern research, developing competitiveness to get the best authors and the attention of new reader generations, as well as designing the funding models, which are adequate to modern challenges, and finding the necessary resources.

The leaders of Cambridge University Press take care about timely response to market processes, adjusting publishing programs, and communicative flexibility in target audiences, considering it a precondition for self-sufficiency of the publishing house. Recent trends in the market have shown a revival of attention to journal publications and a significant reduction in demand for monographs [19]. On this basis, the emphasis was made on the development of magazine publications, and work with book products is continued in accordance with the technology of "printing on demand." The publisher's strategy is focused on penetrating new markets and increasing investment in digital technology. In this, Cambridge publishers see the preconditions for business mobility and innovation, without destroying the traditions of academic publishing. The introduction of the Cambridge Core platform for digital publications was the most notable phenomenon that united academic books (30,000 e-books) and magazines

(1 million articles) and has about 18.5 million downloads.

The platform replaced the Cambridge Journals Online website and Cambridge Books Online. For authors there is a special online center where they can get information about the technological stage at which the publication is located and other important information [18].

The extensively announced cooperation with the Royal College of Psychiatrists will result in the publishing of products outside the educational institution for the first time in its 200-year history. This is associated with the publication of well-known psychiatric journals at the University of Cambridge: BJPsych, BJPsych Open, BJPsych Advances, BJPsych Bulletin, BJPsych International. On an integrated basis, book publishing program is also provided.

Like most university publishers, Cambridge University Press is promoting all of its publishing products through exhibitions, catalogs and price lists. In October 2017, the products and innovative technologies of the publishing house were presented at the Frankfurt Book Fair by the Managing Director of Cambridge University Press, the Director of Global Marketing and Publishing, and the Head of Customer Services [19].

The Universities of Manchester, Liverpool and Edinburgh also have long-standing publishing traditions and stable positions in the market of scientific and educational book. The publishing houses, which have steadfastly kept the segment of academic publications, at the turn of the century found themselves in a difficult position or facing the threat of closure.

The positive processes in the latest history of UK publishing houses have been outlined in 2015-2016 as a result of the establishment of open access publishing houses and support of the libraries of University College in London (University College London Press), Cardiff University (Cardiff University Press), Goldsmith College of the University of London (Goldsmiths Press), Westminster University (University of Westminster Press), which, after studying the achievements of university publishers in Australia, Canada, the United States, South Africa, focused on innovative forms of work with scientific literature.

The editorial board of Cardiff University Press includes: a head; an Editor in Chief; a secretary; a scientific director of publications; a person, responsible for the university publishing house; a director of the library; representatives of students working at a university press [20].

Goldsmiths Press provide open access to monographs of a small volume (autonomous or as part of a series), popular science literature, poetry, prose. For this purpose, it searches for sources of external financing [21], and takes care about the specific features as a precondition for favorable positioning. The publications of the Future Media series is aimed at understanding the issue and do not offer instant solutions.

The director of Goldsmiths Press is the head of the editorial board of the publishing house. He has several subordinates: the consultant of the publishing house; editorial and publishing manager; editorial coordinator (engaged in marketing, web site and promotion of publishing in social networks) [22].

University of Westminster Press provides open access to works on social and human sciences, design, business, architecture, and focuses on interdisciplinary research in their work with authors and the thematic plan. Due to this, it actively develops the target audience and increases the attractiveness of the results of its work. Like the other publishing houses, University of Westminster Press has a mandatory pre-publishing expert review. The editorial board of the publishing house is headed by the chairman who is engaged in scientific research and innovation. His subordinates are expert consultants from various fields of knowledge [23]. Book publications are available free of charge in EPUB and PDF formats, and there is also the possibility to purchase their print versions [21]. Editorial preparation of publications is carried out with the participation and support of the university library, mostly at their own expense. Projects that are relevant to the publishing strategy are in priority. The release of specialized editions on a paid basis is also widespread, provided free access to their content.

The system of scientific book and periodicals has a settled tendency of the development of integrated publishing houses and publishing houses of open access, the business model of which is based on digital technologies. This model is still not completely formed and not tested

by crises, it is in the phase of formation. Considering this, most, for example, American and British publishers choose a compromise strategy: implement open access without abandoning the academic traditions of book publishing.

University publishing houses in the UK, as well as in the US, are oriented to self-sufficiency by all criteria, expecting minimal subsidies. Their commercial orientation is focused on working with academic journals and the use of opportunities of publishing infrastructure. Considerable attention is paid to the export of a scientific and educational book (among the leaders are Oxford and Cambridge Universities [2, p. 18]), developing new markets (Kenya, United Arab Emirates, Pakistan, China, India, etc.).

A well-considered policy is being honored by university presses in Poland. It is aimed at disseminating of the achievements of Polish scholars in the world, at providing researchers, students and teachers with quality scientific and educational publications, and combining traditions with modern digital technologies. The publication of electronic versions of books, magazines from all branches of science contributes to the presentation of scientific work of scholars in international scientometric databases [24, p. 359].

Today, in the rating of population education, the Poles rank 10th among the countries of the European Union. A characteristic feature of higher education is the specialization of learning: in addition to universities of the classical type, the educational services provided by higher technical, economic, agrarian, pedagogical schools, medical universities are also demanded. Leading universities are mainly concentrated in recognized academic centers - Warsaw, Krakow, Poznan, Lodz, Gdansk, Wroclaw: Warsaw, Jagiellonian, Lodz, Gdansk, Wroclaw universities; Adam Mickiewicz University; Warsaw and Wroclaw polytechnics [25, p. 48] and others.

The competitiveness of the scientific and educational literature of Jagiellonian University Press is ensured by cooperation with bookstores, other places of book sale, libraries, and scientific research institutes. Its powerful tools are: online bookstore, which provides polish and foreign readers with high quality books in paper and electronic versions (PDF, EPUB formats); special prices; discounts on books for regular customers, except for electronic ones; system of discounts for libraries and scientific institutions. Fast delivery of publications within the country is provided by mail service of Poland and courier services [26]. Foreign partners of the Jagiellonian University Press are universities in Great Britain, France, Austria, Italy, Spain, Germany, Switzerland, USA, Canada, Australia, and others. [24, p. 359]. The scientific production of Warsaw University Press was repeatedly awarded prestigious awards. The publishing house pays considerable attention to the promotion of products. The summaries of publications presented on the site, as well as announcements of those preparing for printing, are rather informative. Interested persons can contact the representatives of the university press on any issue, or find their page in social networks [24, p. 359–360; 27]. Maria Skłodowska-Curie University Press is one of the largest scientific publishing houses in Poland. Among its products, a significant part is taken by monographs, scientific journals, textbooks, newsletters, etc. It is convenient to navigate the site, where, in addition to the description of the publication, you can read the contents [24, p. 360].

Conclusion.

University publishing house is a socio-economic formation (organization). Its organizational status and organizational structure, mission, purpose and tasks, as well as the place in the structure of the university and the level of organizational freedom reflect the attitude of administration towards the role of educational, scientific books and periodicals, as well as towards the style of publishing management. Status dependence and relative autonomy are combined in the normative-organizational, normative-economic and managerial-organizational aspects of the functioning of the university publishing house.

Publishing houses of the leading universities of the world are important operators of the intellectual book and periodicals market, subjects of publishing innovations, of formation of intellectual requests and their satisfaction. They accumulate the achievements of the world's book, publishing, organizational and managerial culture, skillfully utilize the reputation and

intellectual resources that are concentrated in their "mother" higher educational institutions, they also find opportunities in a non-university environment, putting the efficiency first (according to all the key criteria).

Their organizational status keeps their activity in the field of interests and needs of a higher educational institution, modulates the use of its funds as investments, and the attraction of "extra budgetary" opportunities, focuses on gaining additional strength through the manipulation of products in the national and global markets of scientific and educational books and periodicals. Their organizational status is not a restraining, demotivating factor in their work; their non-profitability is not a total imperative.

Due to marketing mobility, the publishing houses of the leading universities of the world are innovative leaders in the intellectual book and periodicals segment, effectively competing in the domestic and global markets. The emergence of university presses in the competitive space, the globalization of business ambitions, sensitivity to innovation, work ahead of demand and new ways of using scientific and educational content has become a global trend. Providing all aspects of copyright in monographs and scientific articles in open access is a common problem for university publishers in the foreign world.

As always, university publishers form a reader's canon. They actively work on the quality and recognition of their products and on the reputation of the brand, which directly influences the status of the university. Publishers with a flexible organizational structure, staffed by market-oriented thinkers, have a competitive advantage. Publishing houses as structural subdivisions of higher educational institutions are more mobile and interested in using marketing tools and innovations. Equitable partnership will establish a publishing house as an autonomous force in science and education, a prominent publishing operator.

An important role in the development of university publishing is played by: collaboration with libraries; connections with publishers' associations that often show donor initiatives; relative organizational freedom and organizational flexibility; openness to publishing innovations. It gives the possibility to feel more resistant to the pressure of crisis phenomena and to be more optimistic about the prospects on the global publishing market.

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