

**To cite this paper:**

Benrachou N. (2023) Strategy development features in higher educational institutions of the Russian federation. *Human Progress*. 9 (2): 19. URL: [http://progress-human.com/images/2023/Tom9\\_2/Benrachou.pdf](http://progress-human.com/images/2023/Tom9_2/Benrachou.pdf). DOI 10.34709/IM.192.19. EDN WQTSKP.

## **STRATEGY DEVELOPMENT FEATURES IN HIGHER EDUCATIONAL INSTITUTIONS OF THE RUSSIAN FEDERATION**

**Narymen Benrachou**

Postgraduate at the General Management Department, Institute of Management, Economics and Finance of Kazan (Volga region) Federal University  
Kazan, Russia

**Abstract.** The article is devoted to the study of the strategies development in higher educational institutions of the Russian Federation. The strategic management relevance for universities in the current socio-economic transformations is proved. In the course of the study, the author analyzed the current situation with strategic planning and forecasting, typical mistakes in the university's strategic management, identified shortcomings and problematic points. The article substantiates the need to move from "strategy-launch" thinking, aimed at writing and launching a strategy, to "strategy-success" thinking, aimed at regular strategy adjustment. Based on the received information and international experience, an author's algorithm for drawing up a strategic development plan has been developed, which includes five interrelated stages: understanding the current situation, determining the vision and values, concentrating strategic planning efforts on key areas, translating plans into real actions and measuring progress. The article also contains examples of the universities' activities at each of the proposed stages. Following this algorithm will allow higher educational institutions of the Russian Federation to organize their activities consistently and systematically in a competitive educational environment, which will increase the likelihood of achieving their strategic goals.

**Keywords:** strategy; plan; educational organization; Russia; market.

**JEL codes:** I21; L21.

### **References**

1. Popova, A.F.; Hlabystina, O.F. (2020) Formation of university strategy in new conditions of professional environment development // Problems of modern pedagogical education. No. 67-3. P.: 163-166.

2. Shtykhno, D.A.; Konstantinova, L.V.; Gagiev, N.N.; Smirnova, E.A.; Nikonova, O.D. (2022) Transformation of university models: analysis of strategies for the development of universities in the world // Higher education in Russia. Vol. 31. No. 6. P.: 27-47.
3. Sergeeva, K.N.; Kazantseva, N.V. (2021) Transformation of the ecosystem approach in the implementation of development strategies of Russian universities // Bulletin of Eurasian Science. Vol. 13. No. 4. P.: 67-73.
4. Fawcett, W.; Thornburrow, K.; Saunders, J. (2008) Conservation Development Strategy for the University of East Anglia // The Challenge of Change: Dealing with the Legacy of the Modern Movement. IOS Press. P.: 219-224.
5. Goldstein, H.A. (2010) The 'entrepreneurial turn' and regional economic development mission of universities // The Annals of Regional Science. Vol. 44. No. 1. P.: 83.
6. Goldstein, H.A.; Luger, M.I. (1992) University-Based Research Parks as a Rural Development Strategy // Policy Studies Journal. Vol. 20. No. 2. P.: 249-263.
7. Johnson, G.; et al. (2020) Exploring strategy. Pearson UK.
8. Umankulova, O. (2021) University of the Future: innovations, competencies, research and development strategies // Education. Quality Assurance. No. 3 (24). P.: 73-76.
9. Vybornova, L.A.; Morozova, S.A.; Butyrina, Yu.S.; Mikheeva, E.A. (2021) Study of the market conditions of educational services in the formation of strategic development programs of regional universities // Bulletin of Samara University. Economics and management. Vol. 12. No. 1. P.: 7-18.
10. Prikhodko, L.V.; Kameneva, E.A. (2020) Global competitiveness of higher education: world strategies and best practices // Humanities. Bulletin of the Financial University. Vol. 10. No. 6. P.: 12-18.

## **Contacts**

Narymen Benrachou

Kazan (Volga region) Federal University

18, str. Kremlevskaya, 420008, Kazan, Russia

[Na-Benrashu@stud.kpfu.ru](mailto:Na-Benrashu@stud.kpfu.ru)