
332.02

: , 2016, 4 (92), . 6–46

• •

⋮

«

»

2025

«

».

1990-

2014 .

1

, -
 -
 -
 -
 , - , « » , -
 , -
 -
 -
 , -
 -
 (, » -
 « » -
 , ..) .
 -
 -
 -
 -
 ,
 .
 :
 30- 60- -
 « », -
 , « 2013 » -
 « », -

([9, .7 ' 8]).

2025 (2010 .)

2025 (2009 .).

[6].

2013 .

XXI .³

2014 .

«

».

() .

« »

³ «

(

2013 . – URL: <http://www.kremlin.ru/transcripts/19825>).

XXI »
12

.
 ;
 •
 ;
 •
 (« » , « »)⁴.
 « » [5],
 ,
 2014 .
 ()
 4
 , « :
 ;
 « , »
 (. . . // . – 2014. –
 .7, 4. – .58).



(. .).

« »

(,

)

- , , -

.

, , ,

- ,

- — ,

, , . .

, ,

-

-

, ,

, ,

:

, ,

· , , , -
 , , -
 , -
 . -
 , -
 (, , -
 , , -
). -
 , -
 , (,) , -
 . -
 -
 2025 , -
 2015 . -
 (. . « -
). » , -
 : -
 [3; 4; 8], .
 , .
 -
 2025 1 2016 . 898- .
 -
 -
 : , 2016, 4 (92) 17

« ».

,

,

.

-

.

«

»

130

,

7. С

– «

»⁸

1.

2.

3.

(

),

(

I).

⁷ URL: <http://kommersant.ru/doc/3046956>.

⁸

»

, « »

, « »

»

(.....), «

4. () , -

.

(.. , [1; 7; 11]), -

,

,

(,). -

(, , 9) -

, « » -

) « » (-

9 « -

, , ,
 .
 , 2016 . ,
 , « » ,
 , ,
 - .
 (,) ,
 , ,
 , -
 . ,
 , ,
 . ,
 , ,
 , « » ,
 , « - » .
 , ,
 - (,) ,
 , ,
 , ,
 , .
 1. -
 , - ,
 , - ,

« » , -
· , ,

« » -
, -

- -
..

· -
-

· « » -
-

« » -
, -

2. , ·

, ,

(, - ,
,) , -

, , ·

3. :) -
-

;) « » (-
-

4.). -
(, , -

11.

« »

» . . .)

(«



-

2025 .

-

-

-

-

-

(. . .

-

).

,

.

-

-

(),

-

(),

-

(),

-

-

-

,

,

:

,

•

(, ,

-

-

.)

;

•

-

-

-

.

:

?

· ,
,

,

,

.

,

,

,

, , ,
,

.

· ,

,

-

,

,

.

,

(

)

-

.

,

,

:

,

-

,

2030 14,

2005 . (

2016 .

14

«
2012 .

15.

2013 .).

(,).

15

» [9] : «

» (. 121).

. , 22 2016 .
 , ,
 .
 2025 .
 - ,
 , 16.
 «
 »¹⁷,
 [9, . 115–117].
 ,
 . (,
)
 . ,
 ,
 ,
 .

16
 « 2 2005 . 481
 ,
 ,
 ,
 ».
 17
 ,
 ,
 .

-
6. // -
 7. . - 2016. - 4. - . 81-94. // . - 2013. - 43 (873). -
 8. -
 9. // : . -
 10. / - : -
 11. // - . -

(,) - -
 , (630090, -
 , 17, e-mail: sel@ieie.nsc.ru).

DOI: 10.15372/REG20160401

Region: Economics & Sociology, 2016, No. 4 (92), p. 6-46

V.E. Seliverstov

**STRATEGIC PLANNING AND STRATEGIC MISCOUNTS:
 RUSSIAN REALIA AND TRENDS**

The article considers certain aspects of strategic planning in the Russian Federation at its current state, with an emphasis on regional strategic planning. We demonstrate how poor control at the national and sub-national levels affects the crisis of the contemporary Russian economic system. We discovered that Russian practices of national and regional strategizing, as well as some of the most important strategic decisions, include model success stories, examples of undeveloped opportunities, and erroneous ways of their implementation.

This is evident with the examples of development strategies and programs for the eastern regions of the country, the Program for Reindustrialization of the Economy of Novosibirsk Oblast till 2025, the reform of the Russian Academy of Sciences, the Strategy for Science and Technology Development of the Russian Federation, and the Siberian Science City strategic initiative. These successful cases of regional strategizing show that their positive results have been substantially achieved by introducing a mechanism for interaction and cooperation among key stakeholders: federal and regional authorities, business structures, institutes of the Russian Academy of Sciences, civil society institutions. At the same time, a number of national strategic initiatives failed mostly due to neglecting the partnership, which has led to wrongly chosen strategic guidelines and implementation techniques. We analyzed positive trends in the system of strategic planning related to the development of the Strategy of Spatial Development of the Russian Federation, the creation of the Presidential Council for Strategic Development and Priority Projects, and the work of public councils at federal and regional executive agencies – the trends that mark the evolution of principles of public administration.

Keywords: strategic planning; strategic decisions; strategizing; strategic management; public administration; regional policy; Siberia; the Far East; Program for Reindustrialization of the Economy of Novosibirsk Oblast; reform of the Russian Academy of Sciences; Strategy for Science and Technology Development of the Russian Federation; Siberian Science City

The publication is prepared within the priority XI.173 (project No. XI.173.1.1) according to the research plan of the IEIE SB RAS

References

1. Beg bosikom. Chto meshaet razvitiyu nashey nauki. Intervyu s Predsedatelem Sibirskogo otdeleniya RAN akademikom Aleksandrom Aseevym [Running barefoot. What keeps our science down. Interview with Academician Alexander Aseev, Chairman of the Siberian Branch of the RAS]. (2016). Poisk [Search], 23.
2. Klimanov, V.A., K.V. Budaeva & N.A. Chernyshova. (2016). Regionalnoe strategirovanie i programirovanie v Rossiyskoy Federatsii v 2015 godu. Ezhegodnyy doklad [Regional strategizing and programming in the Russian Federation in 2015. Annual report]. Moscow, Institute for Public Finance Reform, 110.
3. Kravchenko, N.A., V.I. Klistorin, G.V. Zhdan & P.A. Averkin. (2016). Sistema upravleniya Programmoy reindustrializatsii ekonomiki Novosibirskoy oblasti [Management system for the Program for Reindustrialization of the Economy of Novosibirsk Oblast]. Region: ekonomika i sotsiologiya [Region: Economics and Sociology], 2 (90), 62–80.

4. *Kuleshov, V.V. & V.Ye. Seliverstov.* (2015). Programma reindustrializatsii ekonomiki Novosibirskoy oblasti: ideologiya razrabotki i osnovnye napravleniya realizatsii [Program for Reindustrialization of the Economy of Novosibirsk Oblast: ideology and main directions for its implementation]. Region: ekonomika i sotsiologiya [Region: Economics and Sociology], 3 (87), 88–122.

5. *Leksin, V.N.* (2014). Regionalnaya politika Rossii i ee «vostochnyy vektor» [Russian regional policy and its «eastern vector»]. Problemnyy analiz i gosudarstvenno-upravlencheskoe proektirovanie [Problem Analysis and Public Administration Projection], 4, 33–48.

6. *Leksin, V.N. & B.N. Porfiryev.* (2016). Otsenka rezultativnosti gosudarstvennykh programm sotsialno-ekonomicheskogo razvitiya regionov Rossii [Evaluation of the effectiveness of government programs of socioeconomic development of regions of Russia]. Problemy prognozirovaniya [Studies on Russian Economic Development], 4, 81–94.

7. *Minakir, P.* (2013). Chto ostanetsya posle blitzkriga [What will remain after blitzkrieg]. Ekspert [Expert], 43 (873), 63–66.

8. *Seliverstov, V.Ye.* (2016). Programma reindustrializatsii ekonomiki Novosibirskoy oblasti: osnovnye itogi razrabotki [Program for Reindustrialization of the Economy of Novosibirsk Oblast: main outcomes of its development]. Region: ekonomika i sotsiologiya [Region: Economics and Sociology], 1 (89), 108–134.

9. *Seliverstov, V.Ye. & V.V. Kuleshov* (Ed.). (2013). Regionalnoe strategicheskoe planirovanie: ot metodologii k praktike [Regional Strategic Planning: from Methodology to Practice]. Novosibirsk, Institute of Economics and Industrial Engineering SB RAS, 435.

10. *Kuleshov, V.V.* (Ed.). (2014). Sovremennaya rol ekonomiki Sibiri v narodnokhozyaystvennom komplekse Rossii [Present-day role of Siberian Economy in the Russian Macroeconomic Complex]. Novosibirsk, Institute of Economics and Industrial Engineering SB RAS, 325.

11. *Shvetsov, A.N.* (2013). Rossiyskaya akademiya nauk – ocherednoy obyekt razrushitelnykh reformatsionnykh preobrazovaniy [Russian Academy of Sciences – yet another target of destructive reforms]. Rossiyskiy ekonomicheskii zhurnal [Russian Economic Journal], 4, 3–23.

Information about the author

Seliverstov, Vyacheslav Evgenievich (Novosibirsk, Russia) – Doctor of Sciences (Economics), Deputy Director at the Institute of Economics and Industrial Engineering, Siberian Branch of the Russian Academy of Sciences (17, Ac. Lavrentiev av., Novosibirsk, 630090, Russia, e-mail: sel@ieie.nsc.ru).

05.10.2016 .

©

.., 2016