

Extended vision for the Strategic Development of Rīga Stradiņš University (RSU) (2022-2027)

No.	Activity	Description	Target result
1.	Increasing the number of local applicants.	Over the previous 5 years (2017-2022), the number of local applicants has been increased by 111%. Further increase of the number of applicants should be continued, in line with the human resources and infrastructure availability as well as with the capacity of medical treatment institutions of Latvia. In order to do this, the activities of Jauno mediķu akadēmija (Young medic academy), Jauno Farmaceitu skola (Young pharmacist school), professional orientation events (Open door days, exhibition “Skola” (school), etc.), specialized classes in secondary schools of (Riga 41 secondary school) should be continued, making greater use of modern forms of digital (remote) communication that will save human resources time and energy resources. Social study programmes, in co-operation with the Ministry of Education and Science, should aim to increase the number of State funded study places (currently 60), which would increase the interest of applicants in these programmes.	<ul style="list-style-type: none"> • The increase in the number of local applicants is around 20%.
2.	Increasing the number of international applicants.	In the previous period (2017-2022), the number of international applicants has been increased by approximately 30%. By developing the establishment of foreign Clinical Study centres and branches, a more intensive increase of applicants should be planned, thus avoiding overload of medical treatment institutions in Latvia. Foreign activities initiated in previous years should be continued by developing the remote recruitment form.	<ul style="list-style-type: none"> • Increase in the number of international applicants – approximately 30%.
3.	Increasing the number of students.	In the previous 5 years, the number of students has increased by 13% to 9,545. With the development of foreign medical education centres, the number of international students in the study programmes “medicine” and “dental medicine” should be increased by 20-30%. The number of students in the new interdisciplinary programmes should also be increased. (“biostatistics”, “health communication”, “public and strategic relations management”). A faster increase in the number of students would be possible in case of consolidation of	<ul style="list-style-type: none"> • The increase in the number of students :10% -15%. • In case of the higher education institution consolidation in Latvia, the increase in the number of students could be up to 12 000.

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		institutions of higher education (Consortium of Liepāja University; Latvian Academy of Sport Education and BA School of Business and Finance).	
4.	Review and modernisation of the existing study programmes, establishment of new interdisciplinary study programmes.	In the previous period, improvement of the study programmes “Medicine”, “Dentistry”, “Pharmacy” and “Doctoral studies” has been performed, synchronising them with the study programmes of leading European universities. Over the last 5 years, the number of study programmes has been reduced by 11 (from 65 in 2017 to 54 in 2022), creating 7 new study programmes in English. This process should continue with the modernisation of the Rehabilitation study programme. Review of study programmes in the Health studies and Social studies should be regular and continuous, closing unpopular and unprofitable programmes putting an emphasis on the development of new interdisciplinary study programmes (“Digital medicine”, “Data science”, “Military medicine”, “Cyber security”, etc.). All study programmes should implement all the latest digitisation and simulation technologies.	<ul style="list-style-type: none"> • Modernisation of the study programme “Rehabilitation”. • Unprofitable study programme closure and new interdisciplinary study programme development. • Establishment of 5 study programmes to be carried out in English.
5.	Increase in the use of simulation technologies in the study process.	There has been a significant improvement over the previous 5 years, when simulation technologies have been used in around 80% of study programmes: not only in healthcare and medicine, but also in social studies (student media “Louder,” “Inquisitio” magazine, virtual reality in forensics, simulation courtroom, simulation forensic laboratory, etc.). New state-of-the-art technologies to be introduced in teaching at Bachelor and Master levels and in residency (NATO process simulations, emergency simulations, dental preclinics, simulation operating theatre, simulation hospital, etc.). A network of professionally prepared simulation technicians (specialists) should be further developed, providing training at leading European and world universities, as well as addressing the increase in remuneration of simulation technicians.	<ul style="list-style-type: none"> • Use of simulation technologies for up to 95% of study programmes.
6.	Increasing the number of foreign visiting doctors, visiting scientists, visiting	As a result of the work of the last 5 years, the number of foreign visiting professors has been increased by 250% (from 8% - in 2017 to just under 20% - in 2022). The progress should be continued through extensive use of the Clinical	<ul style="list-style-type: none"> • Predicted rise in the number of guest-professors: 5%, reaching 25% of all professors elected to

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	professors in the academic and research sectors.	Study centres, collaboration partners in research, as well as local and international grants (Erasmus(+), the Fulbright programme, the Teterev Foundation, the Vītoli Foundation, etc.). In the following period, at least one foreign visiting professor should be regularly involved in teaching or science in each department, with specific support mechanisms for it. (e.g. 3-5 RSU-funded places for tenured professors in research).	the institution of higher education. <ul style="list-style-type: none"> • RSU-funded 3-5 places for science professors (tenure). • In each unit, one visiting professor (visiting lecturer) over a 5-year period.
7.	Wider implementation of digitisation technologies in study, research, financial supervision, document circulation, room reservation, etc.	During the previous 5-year period, significant progress has been reached in implementing new digitisation technologies in the teaching and learning process. During the Covid-19 pandemic, the electronic environment has been substantially improved, new accessible, modern PANOPTO and video lecture repository has been created, a modern recording studio has been established, teaching staff has been trained to use new digital teaching tools. The use of a digital room reservation tool has been initiated; approximately 87% of documents are processed in electronic form (75000 documents processed in 2022); an electronic research result registration system (PURE) has been implemented; internal (RSU) and external (KPMG – 2022) audits have been carried out to assess the readiness for digital transformation; the implementation of the machine translation tool (TILDE – 2022) has begun. The digital skills of 11 employees (academic and research staff) have been improved in the University of Buffalo (USA).	<ul style="list-style-type: none"> • Development of new study programmes: Digital medicine, Data science, Cyber security. • Set up a working group on the implementation of digital technologies, student training, research, teaching, skills development of support staff. A roadmap has been developed with the achievable performance indicators for 2022-2027 in the field of digitisation. • Digital skill development for students, teaching staff, scientists and support staff. • 100% of documents processed in electronic form.
8.	Developing collaboration with medical institutions of Latvia, employers and industry for study and	During the previous reporting period the number of collaboration partners in healthcare has significantly increased (currently 116 medical institutions, in 2017 - 32). From the training process in university hospitals, we have also switched to clinical studies in regional medical institutions, profiled healthcare institutions,	<ul style="list-style-type: none"> • Continued development of student campuses in university hospitals (RAKUS, PSKUS, BKUS) and regional hospitals

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	research optimisation.	process	<p>general medical practices, health centers and private clinics. We have also started student training in foreign training centers. This has prevented the potential “overload” of Latvian university hospitals by reducing the number of students in hospital units (especially relevant during the COVID-19 pandemic). This decentralization should be continued by optimising cooperation with university hospitals (by creating joint study - science centres, implementing joint science and continuing education (lifelong learning) projects, offering colleagues of medical institutions assistance in the development of simulation technologies for medical residents and staff, improving the possibilities to use the research process and clinical data in research projects conducted by students, doctoral students and scientists)</p>	<p>(Valmiera, Ventspils, Liepāja and Daugavpils), providing modern clinical training facilities, simulation technologies, online event solutions (scientific conferences, foreign guest lectures, remote study process, digital access to RSU teaching resources, etc.).</p> <ul style="list-style-type: none"> • Together with the management of 3 large universities hospitals in Latvia, develop research directions and investment plan for scientific development in medical institutions.
9.	Establishing Clinical Study centres abroad.		<p>During the previous reporting period, several Clinical Study centres were established abroad (Germany – 9, Israel – 2, Italy – 1). 6th year international students of the study programme Medicine were sent to more than 100 medical institutions in different EU countries in clinical practice. The work undertaken should be actively pursued through the establishment of new Clinical Study centres. Setting up a centre in Sweden would be one of the priorities, as 37% of the international students enrolled in the summer of 2022 were Swedish youths. Work on the establishment of a branch in Germany (Stade) should be actively continued, providing for a student training process at <i>Elbe</i> clinics, learning most clinical subjects in Germany. (a pilot project for 21 RSU international students launched in 2022). In case of positive experience, plan the establishment of 2-3 additional branches in Germany.</p>	<ul style="list-style-type: none"> • Establishment of Clinical Study centres in Germany and Scandinavian countries (3-5). • Establishment of an RSU branch in Germany: Stade, Elbe Clinic.

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10.	Improving the study process by increasing the student questionnaire coverage.	Currently, voluntary student questionnaires are widely used to monitor the quality of the study process. Despite the fact that the questionnaire content of was revised in collaboration with students in 2022, the student participation the questionnaire is insufficient (26% in spring 2022). In order to increase the percentage of completed questionnaires, the work of explaining the importance of questionnaires as well as close collaboration with the RSU Student Union should continue. If the situation does not improve, the student questionnaires should become mandatory.	<ul style="list-style-type: none"> • To achieve the involvement of not less than 70% of students in student questionnaires.
11.	Improvement of pedagogical capacity of teaching staff.	The Centre for Educational Growth (PIC) is currently active in the field of academic development. However, the academic staff mobility needs to be improved. For example, in 2021 only 7 teaching staff took part in Erasmus (+) pedagogical development visits, while only 51.5% of the elected academic staff have raised their qualifications in the PIC academic development courses. Therefore, an improvement programme for the doctorate of academic staff should be developed, wincludingith 1 PIC teaching event per colleague/per year and 1 Erasmus (+) trip every 5 years. Requirement of 160 academic hours pedagogical development to be introduced in order to qualify for an academic position. Funding should continue to the Young Teaching Staff program. In order to motivate the involvement of teaching staff, pedagogical qualification improvement should be included in determining the variable part of the teaching staff remuneration (in ABCD system - Section B).	<ul style="list-style-type: none"> • For elected academic staff: 1 ERASMUS + or a similar exchange trip every 5 years. • An academic development course completed in PIC annually • Improvement of the academic staff remuneration (ABCD) system.
12.	Increasing the number of measurable scientific results (internationally quoted publications, patents, defended dissertations) by creating a modern, open, science platform oriented	During the reporting period (2017-2021), the number of scientific publications has increased by 248% (from 179 in 2017 to 445 in 2021). There has also been an increase in defended dissertation papers (from 13 in 2017 to 21 in 2021) and the number of the obtained patents. This strategy should be continued, given that RSU is a research university. It is planned to reach 400-500 scientific publications per year, as well as 30 defended dissertations per year. Improving the situation requires close cooperation with industry, Latvian Institutes of	<ul style="list-style-type: none"> • 400-500 internationally quoted publications per year. • Percentage of scientific publications Q1 (top 25%) in scientific journals: 55% in 2024; 60% in 2027.

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	towards students, academic staff and industry.	Science (OSI, BMC) and other science universities. Scientific consortia should be formed with partners, attracting internal (GMP, GPP) and external (Horizon, transnational grants, etc.) financial resources. Higher education institutions should continue their motivation programmes by investing at least EUR 550 000 of self-earned funds per year. Internal science grants, doctoral student grants, should be continued, and the remuneration system of technical research staff should be reformed (salary should be increased for around 30%). Research infrastructure sharing should be implemented providing research facilities to departments, teaching staff, doctoral students and students. Pharmaceutical study and Science complex (Konsula Street 21 project to be commissioned at the end of 2022) should begin working. The mobility programme for scientists, the operation of VIP teams and the new talent programme need to be improved. More involvement of junior students in research is necessary. A programme of 3-5 tenure visiting professors should be launched, initially investing RSU self-earned funds. RSU science base funding should be increased.	<ul style="list-style-type: none"> • Number of defended dissertations: 25 in 2024; 30 in 2027. • Reform of the remuneration system for scientists and support staff.
13.	Attraction of new international research projects.	During the reporting period (2017-2021), around 18 million euro have been raised from external scientific projects. This indicator needs to be increased, so it is essential to activate in international university consortia by increasing the researchers' mobility and productivity. It is essential to create a "portfolio" of scientific projects so that different external competitions can be launched. Currently, RSU has significantly increased its participation in local research project tenders (for example, 78 applications have been prepared in tenders for basic and applied projects of THE LZP in 2020, 73 in 2021, 70 in 2022). This means that there is potential to build larger groups of researchers, involving industries, local and external partners. Administrative support for the development and submission of project applications should be increased. Multidisciplinary science events, such as "RSU Science week", should be actively continued to ensure greater internationalisation of science and experience exchange. The motivation program for scientists must continue (in	<ul style="list-style-type: none"> • Over the next 5 years, the attraction of external projects will reach 10 million EUR per year. • Creation of international scientific projects (portfolios). • Establish a support mechanism for scientific project development and submission

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		particular the section on local and external science grant attraction to the RSU). Involvement in the implementation of clinical trials (together with medical treatment institutions) should also be developed.	
14.	Improving the international scientific assessment.	An international scientific evaluation (<i>Technopolis Group</i>) took place during the previous reporting period (2021), receiving a weighted assessment of 4 (strong, international research organisation with very high-quality standards). Over the next 5 years, the quality of research on public health and social sciences platforms should be improved (an assessment of 4 is planned). This can be achieved by increasing the number of so-called “free scientists” on these platforms, continuing to invest in research support for both platforms, attracting foreign visiting researchers and improving links with the industry. Work should continue on the creation of a scientific publication that would be included in international databases (<i>SCOPUS</i> , <i>Web of Science</i> , <i>ERIH</i> S (+)). Work on interdisciplinarity must continue, opening up new research fields for teaching staff and researchers.	<ul style="list-style-type: none"> • International evaluation of activities of scientific institutions in the fields of strategic specialisation: assessment “4” in each field.
15.	Launch and implementation of new doctoral studies programmes (“healthcare” and “social sciences”).	A new study programme in doctoral studies (“doctoral studies - 2”) has been established in the last 2 years. It envisages a 4-year study process (3 years previously), as well as greater integration between healthcare, social sciences and medicine. The introduction of the new programme will ensure modern interdisciplinary knowledge transfer (Joint study platforms, use of new digitisation tools in training, internationalisation, attraction of visiting lecturers). The new study programme will allow doctoral students more time to develop dissertation work (about 80% of face-to-face doctoral students work in their specialty while studying). Greater internationalisation should also be encouraged in the selection of research paper managers by attracting foreign visiting professors as work managers or advisors. The mobility of doctoral students in the Erasmus (+) programme should be activated. More involvement of a doctoral students in the RSU teaching process, opening up academic career opportunities,	<ul style="list-style-type: none"> • After a 3-4 year transition period, the minimum requirements for doctorate candidates should be raised (from 2 to 3 internationally quoted publications). • Number of defended dissertations: 25 in 2024; 30 in 2027.

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		would be important. It would also address the issue of “renewal” of the universities human resources.	
16.	Improving the financial growth of the RSU.	Financial stability of the university increased by 75% during the reporting period (2017-2021) (annual turnover in 2017 – 53.3 million EUR, in 2021 – 89,3 million. EUR). This has been achieved through active development of higher education exports as well as the attraction of external scientific projects. It should be noted that the amount of public funding for higher education has been insufficient (46% in 2021), so the impact of self-earned income itself (39%) was very significant. By developing education opportunities for international students in Germany and attracting more funding for base and external science projects RSU could reach 100 million EUR turnover per year. The global energy crisis, rising construction costs and inflation will have some impact on the financial growth of RSU, however by monitoring the impact of external factors the university will maintain full financial stability.	<ul style="list-style-type: none"> • Increase in the number of international applicants – approximately 30%. • Over the next 5 years, the attraction of external projects will reach 10 million EUR per year. • Scientific activity revenue from the private sector in 0.9 million in 2024; 1.2 million in 2027.
17.	Contribution to the growth of the Latvian economy.	According to <i>the Certus</i> (2020) study, RSU brings about 100 million Eur annually to the national economy of Latvia. The forecast for the next 3 years is 500 million EUR. By developing higher education export and international industry-oriented high-level research, the RSU could achieve what <i>Certus</i> has predicted.	<ul style="list-style-type: none"> • Contribution of higher education export to the Latvian economy: forecast for the next 3 years – 500 million eur.
18.	Increasing the transfer of high quality education and research results to society by promoting improvement of the human capital capacity of Latvia.	RSU needs to become even more open to Latvian society by actively addressing issues dictated by industry, educating members of the public in disease prevention, healthy lifestyle, child traumatism, military medicine, etc. The integration of simulations organised by MITC in the organisation of NATO rescue operations or Covid-19 simulation courses in Latvian medical treatment institutions are an excellent example. Regular and public knowledge transfer is essential (social networks, digital technologies, large scientific and practical activities online, etc.).	<ul style="list-style-type: none"> • RSU Science week organised once every 2 years with extensive coverage of results in the mass media. • Not less than 10 conferences per year on healthcare, medical and social issues, informing Latvian society of the results.

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			<ul style="list-style-type: none"> • 20-30 public educational interviews per year; popular science articles; media activities on current public health issues.
19.	RSU place in international rankings (<i>Scimago, times Higher Education (THE), QS universities rankings</i>).	The RSU has been the leader of Latvia in the international ranking of academic and research institutions SCImago for the past four years. In THE WUR ranking RSU achieved the position in the top 601-800 of the world's best higher education institutions (best place in Latvia and 2 nd best place among the Baltic higher education institutions). <i>In the QS</i> ranking, the institution RSU was ranked 801-1000. By increasing international capacities for research, higher education export and internationalisation, the acquired places in all the listed rankings shall be maintained for the next 5 years.	<ul style="list-style-type: none"> • Maintaining 1 st place among Latvian institutions in the Scimago ranking • maintained position IN THE WUR and QS ranking.
20.	Monitoring and improving the employment performance of RSU alumni.	According to the annual survey “ <i>Barometers</i> ” conducted by the Ministry of Education and Science, the employment rate of RSU alumni is among the highest in the country (92% in 2020, 91% in 2021). This indicator should continue to be monitored through regular adaptation of study programmes to industry needs.	<ul style="list-style-type: none"> • In the following period (2022-2027), the employment rate of alumni is maintained high (above 90%).
21.	Maintaining high institutions of higher education reputation indicators.	According to annual research by the market research company <i>Kantar</i> , RSU is the reputation leader among the higher education institutions in Latvia (2017-2022). The high RSU reputation should be maintained.	<ul style="list-style-type: none"> • RSU: reputation leader among higher education institutions in Latvia.
22.	Continuation and improvement of cooperation with internal and external cooperation partners.	Summarising the results of the previous RSU Strategy (2017-2021), it is concluded that the high results have been achieved in close cooperation with students. Regular communication with the Student Union (SP) and the International Student Association (ISA) should continue. Cooperation with the RSU Alumni Association and Convent of Councillors as well as cooperation with the Latvian Chamber of Commerce and industry, as well as with the Employers' Confederation of Latvia is also very important. This will help to strengthen the	<ul style="list-style-type: none"> • Close cooperation with students, industry, employers and non-governmental organisations.

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		ties with the industry, thus ensuring the modernisation of study programmes. Cooperation with the American Chamber of Commerce in Latvia and the Latvian exporters Association should continue. Cooperation with the German-Baltic Chamber of Commerce should be initiated. It will improve the export of higher education to Germany. Cooperation with the Rectors' Council and the Latvian University Association, as well as the Council of Higher Education of Higher Education, is essential. This will make it easier to work on higher education and science legislation. Cooperation with the Latvian medical Association and professional associations is essential. Close links with the health and medical sectors will help to keep an eye on the innovations of the industry and integrate into the organisation of industry-oriented scientific research. Working with the national Health Service and the Centre for Disease Prevention and Control will provide a safe study environment.	
23.	Developing a human resources programme respecting the principle of “Human at the heart of all processes”.	Ongoing human resource support programmes for student and employee groups should continue. Opening up sports and recreational infrastructure to students, improving study and living conditions, as well as continuing psychoemotional support (RSU psychosomatics Clinic) is essential. Staff pay has been increased by 61% over the past 5 years (2017-2021). This trend needs to continue with a target of 38 million in 2022. EUR limit (23.6 mln in 2017. EUR, 32,3 million in 2021. EUR). For this purpose, the revenue of the university shall be increased, providing for reimbursement of 67% of the expenditure of the basic budget. The new remuneration system developed (growth portal GROW, remuneration system A + B + C + D) should be actively implemented, where A – basic remuneration, B – performance bonus, C – motivation programs and D – social guarantees). The necessity to provide employees with financial support to manage the energy crisis has to be monitored. Lifelong learning programmes for employees (digital skills, English literacy, pedagogical growth, etc.) should continue. Health insurance, support for new parents and families, etc. should be ongoing. Access to sport and recreational facilities for employees needs to be	<ul style="list-style-type: none"> • Close collaboration with RSU students and staff, promoting modern study and science infrastructure, regular pay reviews and increases. • Continued student and employee support programmes and collective networking activities.

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		improved. Improving quality working conditions by providing employees with information technology support as well as a safe working environment is essential. Team building events should continue to be organised (academic meeting, academic ball, Senior evenings, trips, etc.).	
24.	Developing implementing policy”	and “equality	<p>Continue to ensure that everyone has equal rights to work, fair, safe and healthy working conditions and fair pay.</p> <p>Improving the working environment accessibility for people with reduced mobility.</p> <ul style="list-style-type: none"> • To develop and implement the “equality policy” in RSU.
25.	Development infrastructure.	of	<p>It is essential to provide students with a modern study and research environment. For this purpose, the Study and Innovation Centre, as well as a Dental Excellency Centre with a student clinic (Dzirciema Street) shall be established. Further development of the Pharmaceutical studies and Science building complex (Konsula Street 21) as well as the Centre for Social Sciences (Kuldigas Street 9A) should be planned. Development of a family medicine centre and study department (Darza Street 4). The modernization of the Medical Education Technology Centre (Anninmuizas Boulevard 26A) should be continued, improving the surgery simulation unit as well as the simulated patient hospital. The development of sports infrastructure (at Cigorinu Street), as well as the RSU sports complex and multifunctional sports Centre (at the 41 secondary school), is important. The development and modernisation of student hostels (on Hipokrāta and Marupes Street) should be continued. The development of student campuses in university hospitals, as well as the development of simulation environments for students and medical residents in medical institutions, are of crucial. Work on the improvement of the Sport and recreation complex (Taurene) should be completed.</p> <ul style="list-style-type: none"> • To implement the approved RSU infrastructure Development Plan.
26.	Increased use of energy- efficient solutions and green		<p>The global energy crisis establishes the need to seek new ways of saving heat, electricity, oil and natural gas, for example by heating buildings, changing classic lighting to LEDs, implementing solar panels, replacing current cars with internal</p> <ul style="list-style-type: none"> • Energy consumption optimisation by 15% over 2 years.

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	technologies in infrastructure development.	combustion engines with electric vehicles, improving heating logistics, improving the system and intensity of night lighting of infrastructure objects, etc.	<ul style="list-style-type: none"> • Provide thermal insulation for 3 infrastructure objects in 5 years. • Increase green energy in electricity generation and transfer to the infrastructure and transport sectors.
27.	Work on the development of regulatory documents for higher education and science.	A year ago, amendments to the Law on Higher Education Institutions were passed. Progress in higher education and science requires active efforts to improve the legislation. Work on the Law on Science universities and the Law on higher Education and Scientific activities should continue in working groups. Active work with the Ministry of Education and Science (IZM), as well as the Ministry of Health of Health (VM) on the necessary legislative amendments should continue. (for example, in increasing the price coefficients of study programmes; in increasing the number of additional State-funded study places for social science studies; in increasing State-funded study places for medical residents, doctors and nurses; in granting the status of medical assistant to 6 th year students of medical Faculty, etc.).	<ul style="list-style-type: none"> • Involvement in working groups on changes in external legislation affecting higher education and/or scientific activity.
28.	Attraction of patron funding in the RSU.	Continued fundraising of patrons to modernise RSU study programmes, support students and new research activities, lifelong learning of teaching staff and scientists (RSU Alumni Association, Vītoli Foundation, Boriss and Ināra Teterev Foundation, E.Gulbis scholarship program, etc.).	<ul style="list-style-type: none"> • The number of students receiving private scholarships is constant or increasing.

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Aigars Pētersons

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