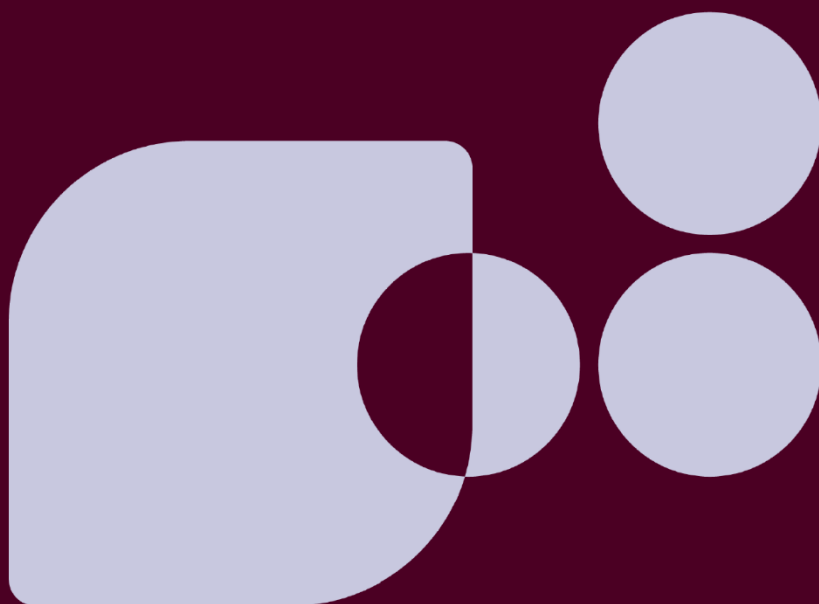


Rīga Stradiņš University

**Rīga Stradiņš University Development
Strategy for 2022-2027**

2 April 2026
Summary



Explanation of terms and abbreviations

Term	Full name; explanation
DMA	Double materiality assessment
GAM	Main development goals; the most important achievable goals of the RSU Strategy
ISO	International standards
KPI	Key Performance Indicators
KPMG	KPMG Baltics SIA
LR	Republic of Latvia
LASE	Latvian Academy of Sports Pedagogy
LVK	Balanced scorecard; a strategic management tool that structures goals, indicators, and initiatives in four dimensions.
N/A	Not applicable
FTE	Full-time equivalent
RSU	Rīga Stradiņš University
QS	QS World Universities rating
THE	Times Higher Education
MoH	Ministry of Health

Summary

Rīga Stradiņš University (hereinafter – RSU, the University) is **one of the leading higher education institutions in the Baltics** with a vision to be a leading science university in Europe, where talents are concentrated, and where excellent research-based education and experience are obtained. RSU is a state-founded institution of higher education and science, which has been closely integrated into the national healthcare system since 1950, and has been a significant player in the development of social sciences in Latvia since 1998. RSU is under the supervision of the Ministry of Health (hereinafter – MoH) of the Republic of Latvia (hereinafter – LR).

RSU is one of the most important higher education institutions in Latvia and Northern Europe, as evidenced by its position in various international university rankings. The most current results at the time of RSU 2027 update are as follows:

- *Times Higher Education World University Rankings 2026* (hereinafter – THE): 1201-1500th place (higher ranking, compared to the 2024 value: 1501+);
- *QS World Universities 2026*: 1001-1200th place in the world and 46-55th place among universities specializing in no more than two fields;
- *THE University Impact Ranking 2025*: 301st-400th place (second best result in the Baltic States¹).

RSU has been recognized as the university with the best reputation in Latvia by the Kantar TNS study for nine years in a row (2016-2025²).

RSU makes a significant contribution to the Latvian economy, including in the field of education exports. Approximately one third of the total education exports to the Latvian economy in EUR value are provided by RSU international students for tuition fees, and the total contribution of RSU to the Latvian economy has increased two and a half times from 2016 to 2024, reaching 139 million EUR in 2024³.

Science

RSU is known both in Latvia and in the world for its remarkable scientific performance. RSU researchers conduct not only fundamental and applied research, but also actively form cooperation with scientific institutions, as well as Latvian and European businesses, providing scientific services and expertise. In 2024, 29 doctoral theses were defended at the University, while the number of doctoral students shows a slight upward trend. Currently, more than 250

¹RSU (2026); [source](#)

²RSU (2025); [source](#)

³Laser (2025); Foreign students in Latvia: a source of growth?; [source](#)

students are studying in doctoral studies (compared to 222 doctoral students in 2020)⁴. To ensure interest and support for new doctoral students, RSU has established a Doctoral School, which is a research competence development and networking platform for current and future doctoral students, researchers and lecturers⁵.

RSU's research areas have been given a high rating in the International Assessment of Scientific Institutions conducted in 2025. Out of a total 5-point scale, the Faculty of Health and Natural Sciences, as well as the Faculty of Social Sciences, were given a rating of 4, while the Latvian Academy of Sport Education, which was assessed as a separate structural unit, was given a rating of 3. Overall, the rating indicates stable and internationally competitive scientific activity, while simultaneously demonstrating the qualitative development of various research areas.

Education

In the 2025/2026 academic year, RSU offered **65 study programmes, including 8 programmes in English**, at the Faculty of Pharmacy, Faculty of Dentistry, Faculty of Medicine, Faculty of Social Sciences, Faculty of Health and Sports Sciences, as well as Latvian Academy of Sports Pedagogy (hereinafter – LASE).

RSU provides training at various levels of education:

- bachelor's degree programs,
- master's degree programs,
- higher professional education study programs,
- doctoral study programs,
- continuing education study programs.

RSU continues to expand and adapt its study programme offering in line with market trends. In 2025, the first study programme in Latvia, Digital Strategy and Artificial Intelligence Management, was launched, which will prepare top-level managers for the implementation of artificial intelligence and digital strategy in companies and public administration⁶. At the same time, it should be emphasized that the external consolidation with LASE has supplemented RSU's study offer in the field of sports education and sports science, adding two new short-cycle study programmes, two at the bachelor's level, and one at the master's level. Currently, active work is being carried out to improve the LASE study program

⁴RSU (2026), Doctoral studies; [source](#)

⁵RSU (2026), Doctoral School; [source](#)

⁶RSU (2025); Rīga Stradiņš University launches a master's degree program in digital strategy and artificial intelligence management, unprecedented in Latvia; [source](#)

offering to ensure the integration of LASE study programs into the RSU common quality framework, offering equal academic and methodological standardisation and modernizing the study process approaches in line with market trends and requirements.

In total, five RSU faculties are primarily involved in the planning, organization, and direct implementation of the study process (Faculty of Medicine, Faculty of Dentistry, Faculty of Pharmacy, Faculty of Health and Sports Sciences, Faculty of Social Sciences) and LASE. In addition, the Department of Foreign Applicants, the China Studies Center, the Doctoral Department, the Medical Education Technology Center, the RSU Institute of Anatomy and Anthropology, the Lifelong Learning Center, and the Innovation Center also participate in ensuring RSU processes.

RSU continues to strengthen its reputation as a prestigious university: **in the 2024/2025 academic year, approximately 16% of all Latvian students chose to study there**, and student numbers continue to grow. Although growth has been observed throughout the period, it has been most rapid in the last two years, when the number of students has exceeded the 10 000 student threshold, which is partly explained by the addition of LASE to RSU.

At the same time, a significant number of students are foreign students. Although the number of foreign students is increasing every year, its proportion to the total number of students is variable. By 2023, there was an increase in the number of foreign students, reaching a proportion of as much as 27% of the total number of students. In 2024, the proportion of foreign students decreased to a level comparable to 2020, which can be explained by the addition of LASE to RSU. Since most LASE students are Latvian, the overall proportion was adjusted.

Between 2020 and 2024, the number of applicants showed moderate overall growth, reflecting the University's development and its ability to attract both domestic and international students.

Management

RSU implements a modern quality improvement approach to ensure high quality studies and research, which is aimed at continuous improvement and RSU's development on the path to excellence: since 2002, **RSU has been certified in accordance with the international quality management standard ISO 9001**. Areas certified by ISO 9001: higher education, lifelong learning, research. The seventh recertification⁷ was carried out in 2023. The quality policy is based on RSU's strategy and values and includes four basic principles – quality, partnership, student-centred approach, research and practice-based education and experience⁸. Based on the basic principle of partnership, RSU has promoted the interdisciplinarity of healthcare and social sciences, while the student-

⁷RSU (2023); ISO 9001:2015 certificate; [source](#)

⁸RS (2023); Rīga Stradiņš University Quality Policy; [source](#)

centred approach has increased student involvement and responsibility for the study process and results, providing students with opportunities for active participation in collegiate institutions.

In 2017, RSU implemented and certified **an energy management system in accordance with the international standard ISO 50001**, which was recertified in 2020 in line with the updated ISO 50001:2018 version. RSU renewed the certification in 2023⁹, which confirms that RSU constantly ensures the maintenance of the energy management system and takes targeted actions to improve RSU's energy performance. Along with the implementation of the energy management system, RSU has committed to further implementing energy-efficient solutions, which are the basis for rational and efficient use of energy and support in reducing RSU's overall energy consumption. In 2023, an Energy Planning and Review Plan was approved, the aim of which is to ensure systematic recording, control and monitoring of energy data, thus promoting improvements¹⁰ to the energy management system. At the same time, RSU has developed an Energy Management Manual¹¹, which demonstrates targeted and active action in creating a sustainable energy management system.

Corporate social responsibility plays an important role in RSU's activities, which includes the creation of various initiatives to positively influence RSU employees, students, and other stakeholders. Some examples of activities carried out by RSU include the provision of a nursery, tuition fee discounts and scholarships for various target groups, psycho-emotional support and coaching for students, employee insurance, as well as extensive competence development activities¹². Similarly, for the University, one of the main areas of activity of which is the promotion of public health, the development of student and national sports is an important area of activity. Therefore, RSU provides its students and employees with various sports activity opportunities at the RSU Sports Club.

Internal and external consolidation

From 2023, RSU implement both internal and external consolidation to improve the organizational structure, strengthen scientific capacity, improve the study offer, as well as promote cooperation and resource sharing. **As a result of internal consolidation, five faculties were established in 2024 instead of the previous nine faculties.** As a result of internal consolidation:

- The Faculty of Public Health and Social Welfare and the Faculty of Rehabilitation have been merged into one – **the Faculty of Health and Sports Sciences;**

⁹RSU (2023); ISO 50001:2018; [source](#)

¹⁰RSU (2023); Energy Planning RSU; [source](#)

¹¹RSU (2026); Sustainable Development Goals; [source](#)

¹²RSU (2026); RSU Corporate Social Responsibility; [source](#)

- The Faculty of Law, the Faculty of Communication and the Faculty of European Studies have been merged into one – **the Faculty of Social Sciences**. It is the first faculty in Latvia to unite several social science disciplines into one structural unit, with the aim of strengthening interdisciplinary research and the quality of studies, as well as improving the administration of the faculty.

The new faculty began working in February 2024¹³.

The Faculty of Pharmacy, Faculty of Dentistry, and Faculty of Medicine continue to operate in their current structure.

In parallel with internal consolidation, RSU is implementing **external consolidation with LASE**. LASE has been integrated into the RSU structure since 1 July 2024¹⁴. The aim of the integration is to create a unified health and sports science ecosystem, ensuring a high-quality, internationally competitive higher education offer, and to strengthen the development of research in these areas both nationally and internationally.

Sustainability

In 2015, the United Nations Member States adopted the 2030 Agenda for Sustainable Development. The 17 Sustainable Development Goals set out in the Agenda are a call to action to eradicate poverty, address inequality, improve access to healthcare and education, and preserve the planet's resources for future generations.

RSU has identified priority sustainable development goals for the University, as well as measures to be taken to implement and strengthen them¹⁵. RSU's contribution to achieving the Sustainable Development Goals is reflected in its results in the THE Impact Rankings, which clearly demonstrate the University's engagement in addressing priority issues through research, collaboration, academic programmes, and public outreach. In 2023, RSU won the Sustainability Management Award 2023 for the development and growth of sustainable management, the development of corporate governance and the definition of predetermined values¹⁶. At the same time, the area of sustainability is being given increasing importance, including it as one of the development areas in the RSU strategic framework.

As part of the renewal of the RSU Strategy, a sustainability impact and financial materiality assessment (hereinafter referred to as the dual materiality

¹³RSU (2024); Consolidation; [source](#)

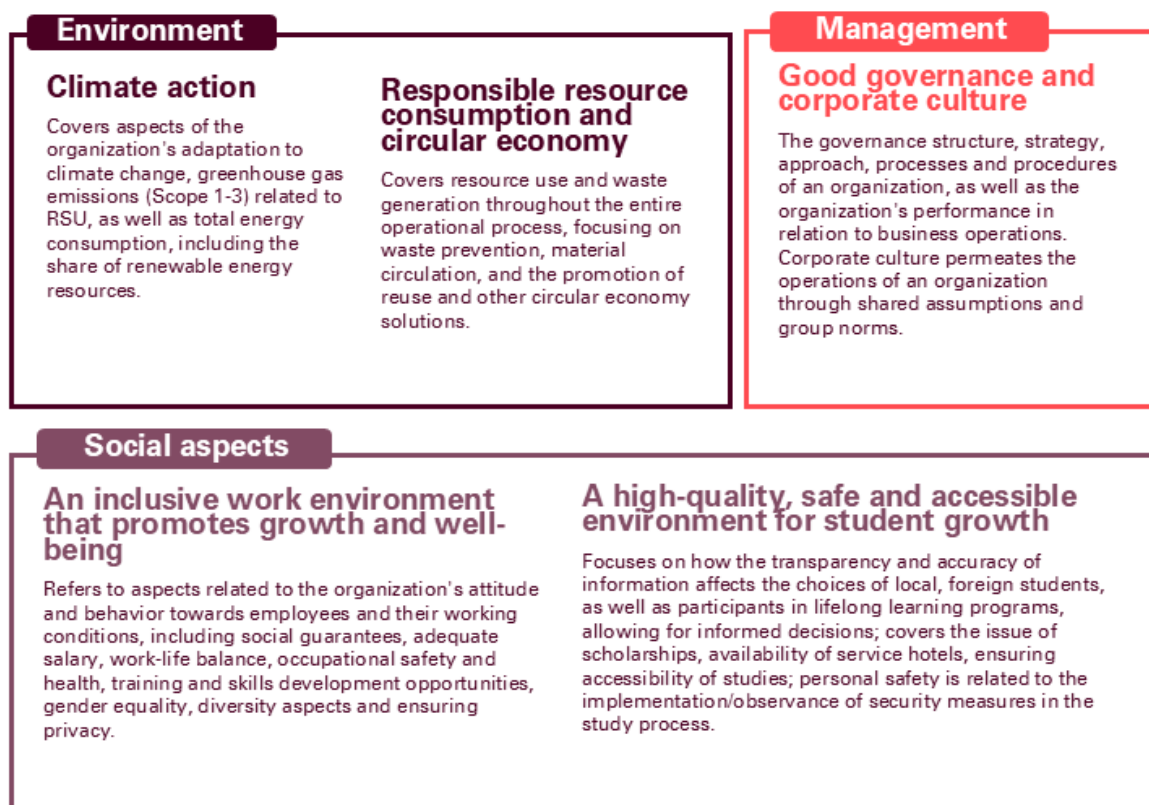
¹⁴RSU (2026); Consolidation, [source](#)

¹⁵RSU Sustainable Development Goals; available: <https://www.rsu.lv/par-rsu/ilgtspejigas-attistibas-merki>

¹⁶RSU (2023); RSU receives award for growth in sustainable management; available: <https://www.rsu.lv/aktualitates/rsu-sanem-balvu-par-izaugsmi-ilgtspejigas-parvaldibas-joma>

assessment or DMA) has been carried out in accordance with European sustainability reporting standards, which identifies the most significant sustainability topics, impacts, risks, and opportunities for the university. According to the results of the assessment, RSU's operations are significantly affected by nine environmental, social, and governance-related topic blocks, the targeted strengthening of which is a priority within the framework of the strategy implementation (11).

1DMA assessment results – RSU's material areas within the framework of European sustainability reporting standards



Organization-specific topics

Investing in public health and safety

RSU's mission is to create, accumulate and transfer knowledge valued in the international scientific community, offering excellent, inclusive and sustainable educational opportunities and contributing to the development of society in the fields of health, life and social sciences.

Science and innovation

RSU's vision affirms its aspiration to become a modern European-scale science university, where talents are concentrated and where excellent research- and practice-based education and experience are obtained.

Data protection and digital security resilience

Data protection – measures that ensure the confidentiality, integrity and availability of any type of data; digital security resilience – a set of measures that ensure the confidentiality, integrity and availability of information systems, networks and digital information, as well as protection against threats in cyberspace.

Sustainable infrastructure development

Sustainable infrastructure development plays a central, multidimensional role in RSU's strategic activities – it is a prerequisite for the university's academic quality, research capacity, and implementation of its social mission.

Source: KPMG DMA results summary

RSU mission, vision, values and main development goals

The RSU Development Strategy for 2022-2027 (“RSU 2027”, “Strategy”) is a medium-term planning document that, in accordance with the defined vision, mission and values, determines the main development goals, objectives, tasks and measures to be implemented to achieve each set goal, and the main RSU 2027 impact and performance indicators.

The mission, vision and main development goals of the RSU 2027 are based on the sustainable development of science and education. RSU makes a significant contribution to society by addressing current issues in health, life, and social sciences and integrating science into the study process. At the same time, sustainability plays an important role, which is reflected in both the University's values and its governance principles.

1: RSU mission, vision, and values¹⁷

Mission	
RSU is creating an international science and education platform where ambitious minds collaborate and find answers to society's future challenges in the fields of health, life, and social sciences.	
Vision	
RSU is one of the most influential universities in Northern Europe, whose education and research significantly strengthen public health, well-being and resilience in Europe and the world.	
Slogan	
Science for a healthy society	
Values	
	Human. Strengthening society. Taking responsibility for the future health and well-being of our society and humanity as a whole.
	Loyalty. We build belonging. We nurture an environment where people want to be, feel a sense of belonging, and are proud of throughout their lives.
	Result. We create impact. We work to ensure that our work and research produce results that improve both the University and society.
	Team. We find collaboration. We seek and create new opportunities for joint work to achieve more together – both within the University and outside.

Source: KPMG, based on research, working groups and interviews

The RSU strategic framework has been developed in accordance with the balanced scorecard (“BSC”) model, defining achievable goals and performance indicators in four dimensions – outcomes, stakeholders, internal processes, and enablers (22). The arrangement of these dimensions indicates the causal relationship for achieving results. Results indicate the achievable impact in governance, social, and environmental aspects. To achieve this, value must be created for various stakeholders – customers (students), staff, suppliers, partners, society, environment, etc. To implement this, appropriately established internal processes are necessary. Finally, available resources are essential for the successful implementation of processes, as well as various aspects that contribute to ensuring processes.

¹⁷RSU's mission, vision and values have been updated as part of the development of the new RSU brand, and a new RSU slogan has been created.

2: RSU's main development goals and sub-goals until 2027

RSU's main development goals until 2027			
OUTCOMES	GAM1: Internationally and nationally significant scientific results and innovations	GAM2: Human capital appropriate for societal development	GAM3: Resilient and sustainable organization
RSU development sub-goals until 2027			
STAKE-HOLDERS	For society and policymakers: Science-based solutions to current societal problems	For students and employers: Sustainable education offer	For employees: An excellent environment for talent development
PROCESSES	Effective and inclusive governance for the implementation of strategic objectives	Integrated study, research and innovation processes	Organizational development in accordance with sustainability principles
ENABLERS	Building synergy-based cooperation	Implementing a secure digital transformation	Promoting talent attraction and development
	Sustainable infrastructure development		

Source: KPMG, based on research, working groups and interviews

Strategy results and performance indicators

To ensure targeted and transparent implementation of the strategic ambition, it is essential to regularly monitor the indicators of achievement of the objectives. The main impact indicators are summarized below (22).

2Key impact indicators

No.	Relevant objective	Indicator	Reference value (2024 or more current)	Goal 2027 ¹⁸
1.	GAM1	Share of scientific publications in Q1 (top 25%) scientific journals	65% (2024)	≥ 65%

¹⁸The goals for 2027 have been developed taking into account RSU's current structure and its characteristic indicators.

No.	Relevant objective	Indicator	Reference value (2024 or more current)	Goal 2027 ¹⁸
2.	GAM1	International assessment of the activities of scientific institutions in areas of strategic specialization	Medicine and Health – 4; LASE – 3; FSS– 4 (2024)	N/A ¹⁹
3.	GAM1	Place in THE World rankings University Ranking, THE Impact ranking, QS	TOP 1501+ (THE World University Ranking, 2024); TOP 950 (QS, 2024); TOP 301-400 (THE Impact ranking, 2024)	≥ TOP 1501+ (THE World University Ranking) ≥ TOP 950 (QS) ≥ TOP 301-400 (THE Impact ranking)
4.	GAM2	Contribution of higher education services exports to the Latvian economy	EUR 139 million (2024)	EUR 150 million
5.	GAM2	Number of students, including fee-paying students	Number of students: 11,851 (2024) Number of fee-paying students: 7,072 (2024);	Number of students: ±1-2% from 11 851 Number of paying students: ±1-2% from 7 072
6.	GAM3	Reputation index among young people in Latvia	76 (2024)	≥ 76
7.	GAM3	Basic budget revenue	EUR 86 million (2024)	≥ 86 million EUR

A development plan was prepared in accordance with the RSU mission and vision, as well as the proposed GAMs. For each sub-goal, key tasks were defined, which were further specified by attaching relevant measures to be taken (33).

3RSU development plan

Sub-goal	Task	Event
1. For society and policymakers: Science-based solutions to current societal problems	U1.1. Ensure an environment appropriate for high-quality scientific and study processes	P1.1.1. Maintaining an inclusive, motivating, collaborative research environment and sharing infrastructure in accordance with the “core facility” principles P1.1.2. Development of research and innovation in research excellence and innovation centers P1.1.3. Implementation of open science principles

¹⁹ The international assessment of the activities of scientific institutions is carried out every six years.

Sub-goal	Task	Event
	U1.2. Organize targeted science communication	P1.2.1. Development of a science communication contact point P1.2.2. Development and implementation of a strategic science communication plan
2. For students and employers: Sustainable education offer	U2.1. Develop study and educational programs in line with changes in society and the education system	P2.1.1. Development of micro-qualification programs P2.1.2. Creation and improvement of collaborative study programs, including implementation of doctoral study programs in accordance with the Salzburg Principles P2.1.3. Increasing the offer of further education, professional development programs and non-formal education P2.1.4. Creation of a unified competence development offer
	U2.2. Promote innovative and digital learning approaches that ensure flexible, accessible and economically relevant education	P2.2.1. Enrichment of work-based learning opportunities
3. For employees: An excellent environment for talent development		P3.1.1. Ensuring the competitiveness of the motivation system
	U3.1. Ensure appropriate personnel support mechanisms	P3.1.2. Improvement of an inclusive work environment focused on results and staff well-being (including physical and mental health) P3.1.3. Creation and development of a staff professional development system P3.1.4. Monitoring the number of students per academic staff in the FTE
4. Effective and inclusive governance for the implementation of strategic objectives	U4.1. Organize the academic and scientific duties and workload of the staff in accordance with strategic priorities	P4.1.1. Increasing the proportion of research in the total workload of personnel
	U4.2. Diversification of funding sources	P4.2.1. Development of a portfolio of research services P4.2.2. Strengthening and expanding the activities of the RSU Foundation P4.2.3. Creation of an Innovation Fund
	U4.3. Strengthen the management and	P4.3.1. Improvement and implementation of the organizational structure in practice

Sub-goal	Task	Event
5. Integrated study, research, and innovation processes	mutual cooperation of structural units	P4.3.2. Ensuring adequate administrative and management capacity
		P4.3.3. Ensuring effective infrastructure management
		P4.4.1. Promoting the use of implemented management systems
		P4.4.2. Creating data analytics solutions for analyzing results
	U4.4. Building effective internal cooperation to achieve strategic goals	P4.4.3. Defining and developing priority scientific directions within the framework of scientific platforms
		P4.4.4. Promoting regular stakeholder engagement in governance processes
		P4.4.5. Measuring the proportion of students' satisfaction with involvement in decision-making processes, including local and international students
		P4.4.6. Improvement of the unified annual development planning process
	U5.1. Improvement of innovation development processes	P5.1.1. Creating idea laboratories for developing innovations
	U5.2. Provide targeted opportunities for engagement in science	P5.2.1. Increasing opportunities for involvement in research
6. Organizational development in accordance with the principles of sustainability	U5.3. Creating an international scientific and study environment	P5.3.1. Attracting talent
		P5.3.2. Full integration of foreign students and staff
		P5.3.3. Inclusion in the European Universities initiative for the creation of university networks
	U6.1. Create an integrated sustainability management system in RSU operations	P6.1.1. Establishment of an integrated sustainability management system by identifying persons within the organizational structure responsible for monitoring specific sustainability topics and implementing objectives
		P6.1.2. Improvement of the system of environmental indicators (including energy consumption, greenhouse gases, water consumption, waste), ensuring completeness and comparability of data, covering all objects and assets under the control of the University, as well as applying a defined materiality threshold for data inclusion, in accordance with the GHG Protocol and European sustainability reporting standards
		P6.1.3. Determination and monitoring of the share of renewable energy in RSU's energy consumption balance

Sub-goal	Task	Event
		P6.1.4. Measuring the amount of greenhouse gases (Scope 1 and 2) per student at RSU
		P6.1.5. Implementation of RSU Scope 3 greenhouse gas emissions accounting system
		P6.1.6. Development of a supplier code of conduct and identification of critical suppliers to whom the requirements of such a code should apply
		P6.1.7. Development and integration of sustainability criteria into investment decisions and procurement, applying a life cycle analysis approach
		P6.1.8. Implementation of targeted measures and initiatives aimed at reducing energy consumption and the volume of unsorted municipal waste
	U6.2. Promote active and systematic participation of employees and students in sustainability initiatives	P6.2.1. Educating employees and students about sustainability (training, initiatives)
		P6.2.2. Involvement of employees and students in the planning and implementation of sustainability initiatives
	U6.3. Promote the strengthening of equality principles	P.6.3.1. Renewal of the Gender Equality Plan
		P6.3.2. Organization of events related to gender balance, promotion of awareness
		P6.3.3. Monitoring gender balance in elected academic and departmental leadership positions
		P6.3.4. Monitoring cases of discrimination and providing measures to mitigate and manage them
		P6.3.5. Measuring employee engagement
7. Building synergy-based cooperation	U7.1. Improve cooperation to promote local and international competitiveness	P7.1.1. Establishing and developing new partnerships
		P7.1.2. Strategic development and full use of existing partnerships
		P7.1.3. Building closer cooperation with clinical universities and regional hospitals
		P7.1.4. Development of branches in cooperation with foreign clinics
		P7.1.5. Increasing employer involvement and obtaining feedback
	U7.2. Creating an international scientific and study environment	P7.2.1. Full integration of foreign students and staff
		P7.2.2. Organization and development of targeted international networking activities
	U7.3. Implementation of a comprehensive	P7.3.1. Creation of a unified strategy for developing the international dimension

Sub-goal	Task	Event
	internationalization strategy	P7.3.2. Promoting cooperation between structural units for the comprehensive development of internationality P7.3.3. Promoting cooperation between Latvian and foreign students
8. Implementing a secure digital transformation	U8.1. Integrate digital solutions in science and studies U8.2. Ensure digital and data management competence capacity U8.3. Ensure safe use and management of technology	P8.1.1. Improvement and implementation of the study and research digitization policy P8.1.2. Digitalization of the research environment and ensuring access to current digital tools P8.1.3. Development of technology-enriched study and educational programs P8.2.1. Establishment and management of research data infrastructure P8.2.2. Ensuring assessment of digital competencies and individualized development activities P8.2.3. Establishment of a research data management unit P8.3.1. Incidentu atklāšanas un reaģēšanas laika uzskaitē (MTTD/MTTR)
9. Promoting talent attraction and development	U9.1. Attract and retain talent by providing them with the necessary support and opportunities to develop their competencies U9.2. Promote the physical and mental health of students	P9.1.1. Attracting talent P9.1.2. Providing necessary support and motivation for staff P9.1.3. Providing individualized development opportunities P9.1.4. Improvement of doctoral processes P9.1.5. Expansion of the research grant program P9.2.1. Providing psycho-emotional support to students P9.2.2. Offering health promotion activities and resources
10. Sustainable infrastructure development	U10.1. Develop infrastructure in accordance with energy efficiency, resource efficiency and environmental sustainability requirements	P10.1.1. Defining the scope of procurement by determining the procurement categories to which sustainability criteria should be applied, and subsequently integrating these criteria into procurement processes, ensuring their systematic recording P10.1.2. Climate risk assessment and integration of adaptation solutions into infrastructure development projects P10.1.3. Pilot implementation of energy and resource monitoring systems, cost-benefit assessment and data-based decision-making on further expansion of the system to other RSU facilities

Sub-goal	Task	Event
	U10.2. Ensure an environment appropriate for high-quality scientific and study processes	P10.2.1. Development of research infrastructure and material and technical base P10.2.2. Development of study infrastructure and material and technical base P10.2.3. Expansion of MITC operations

