



SoLAR Strategic Plan

August 2025 – March 2027

The Challenge

The educational and professional sectors are navigating a complex landscape marked by political volatility, constrained budgets, and the rapid acceleration of Generative AI (GenAI) technologies. While offering unprecedented opportunities for learning analytics, GenAI also introduces challenges related to equity, privacy, and implementation, and in particular for SoLAR, synergies between learning analytics and artificial intelligence.

In addition, running a large international conference like LAK— and providing a free to authors open-access output like the *Journal of Learning Analytics* is becoming increasingly financially and logistically challenging. Within this changing context, SoLAR must critically reassess its strategic priorities and delivery models to remain agile, inclusive, sustainable, while looking for growth-opportunities in an increasingly complex global market. This is to enable SoLAR's ability to continuously provide its essential services to fulfil its mission over time, while adapting to change and remaining resilient.

These challenges are explicitly addressed in the two strategic goals laid out in this plan.

Vision

SoLAR's vision is to be recognized as the leading organization promoting research and implementation of learning analytics. Over the course of a few months, SoLAR formed the learning analytics definition taskforce to lead a review of the current definition and state of the field to provide an updated definition. Please see the report from the taskforce, [Reimagining Learning Analytics](#) for further details. This new definition will help the SoLAR Community, the LAK conference, Journal of Learning Analytics, reviewers, and authors to determine how their work aligns with the core focus of learning analytics and thus SoLAR's priorities.

Learning analytics is both an academic field and a field of educational practice which has taken rapid shape over the last decade. As a research and teaching field, Learning Analytics sits at the convergence of Learning (e.g. educational research, learning and assessment sciences, educational technology), Analytics (e.g. statistics, mathematics, visualization, computer/data sciences, artificial intelligence), and Human-Centered Design (e.g. usability, participatory design, sociotechnical systems thinking). After extensive consultation, the learning analytics definition taskforce has updated the definition to:

Learning analytics is the collection, analysis, interpretation and communication of data about learners and their learning that provides theoretically relevant and actionable insights to enhance learning and teaching.

Mission

SoLAR's overall mission is to advance the field of learning analytics globally by:

- Fostering the highest standards of interdisciplinary research in learning analytics;
- Creating opportunities for the diverse stakeholders in learning analytics to communicate, collaborate, debate and support the implementation and adoption of learning analytics;
- Raising awareness of learning analytics amongst analysts, decision and policymakers in educational institutions, professional and government contexts;
- Raising awareness of learning analytics amongst non-academic research and industry innovators.

Members

SoLAR members include academic researchers, educators, policymakers, industry, institutional leaders, practitioners, product developers and students in the interdisciplinary field of learning analytics.

Strategic Goals versus Core Business

As evidenced by the update on Strategic Plan 2023-2025 at the AGM in March 2025, the majority of goals from that plan were achieved with the exception of Goal 3 Industry engagement, which proved to be hard to achieve due to the above noted challenging environments. Many activities are now core business, such as LAK as the primary face-to-face conference and flag-bearer of SoLAR, while LAP provides an accessible entry into SoLAR for practitioners and new community members from across the globe. Furthermore, SoLAR will continue to support local LASIs where needed, increase the embedding of practitioners in SoLAR and SoLAR scholarships, ensuring leading research is accessible. Additionally promoting the creation and sustainable activities of Special Interest Groups (SIGs), and expanding knowledge of learning analytics via the Journal of Learning Analytics (JLA), podcasts, webinars, and blogs. Taking into account feedback from the broader learning analytics community alongside SoLAR institutional members, this document outlines the two main strategic goals for the period until March 2027.

Goals August 2025 – March 2027

- 1. Ensure the sustainability of SoLAR**
- 2. Expand collaboration with industry**

Enablers

In combination with or in addition to the SoLAR Executive, the following Working Groups, assist in furthering, the vision, mission, core business and strategic goals:

Education	Membership	IAALDE	Journal of Learning Analytics	Early Career Researchers
Inclusion	SIGs	Industry	Communication & Website	Learning Analytics in Practice

Strategic Goals (August 2025 – March 2027)

Goal 1: Ensure the sustainability of SoLAR

Aim: Ensure sustainable delivery of SoLAR core activities (i.e., LAK, *Journal of Learning Analytics*, SoLAR scholarships, LAP, and other events) and further development under a mixed engagement model, considering current financial, economic, social, environmental and global uncertainties. With the increased numbers of submissions, papers, and expected continued growth of LAK and the Journal of Learning Analytics, SoLAR will need to find alternative funding models to facilitate this growth.

LAK is the premier research forum in the learning analytics field, providing common ground for all stakeholders in the design of analytics systems to debate the state of the art at the intersection of Learning and Analytics – including researchers, educators, instructional designers, data scientists, software developers, institutional leaders and policymakers. Moving forward, LAK should remain the main forum for community members, including practitioners, to present high quality research.

A JLA taskforce composed of JLA editors and SoLAR Executive members will prepare a report for the full Executive Committee on how to manage JLA publishing costs in alignment with submission numbers that maintains the current high quality research.

In terms of our members, we need to continue assisting members with embedding learning analytics in their research and practice if we want to remain relevant, through capacity building, community exchange, and open science principles. Some substantial progress has been made introducing Learning Analytics in Practice (LAP), the 24 hour round the world online conference organised by three local regions, which was attended by 250 LAK community people in 2024 and 116 in 2025. Furthermore, 38 practitioner papers were submitted for LAK25 (an increase of 31% from 2024), but many institutions continue to struggle to implement learning analytics in their contexts. There is an increased desire from Global South contexts to help to support institutions with effective development, implementation, and evaluation of learning analytics in their practice. Finally and most crucially, providing value for money for our members is more paramount than ever before in these financially turbulent times.

We will continue to ensure equitable access to SoLAR's offerings and foster a globally diverse and inclusive research culture. SoLAR should be as diverse and inclusive as possible. This is critical to (i) our aspiration to be a truly international society, (ii) maintaining the intellectual health of the field, and (iii) preventing group-think. We need to continue to diversify in aspects such as geography, gender, ethnicity, discipline, methodology etc. This is also a horizontal goal that can be supported by all other goals.

Goal 1: Ensure the sustainability of SoLAR				
Priorities	Actions	Dec 2025	Dec 2026 Measures	Enablers
1.1 LAK	Source LAK locations and cost-benefit structure	Agreed format for LAK26 Agreed location for LAK27	Agreed format for LAK27 Agreed location for LAK28	LAK, Executive
1.2 Journal of Learning Analytics	JLA taskforce created to submit action plan for long term sustainability	Recommendations from action plan agreed JLA growth model approved including budget required	Submission growth reviewed and approved on annual basis in alignment with budget allocation	JLA taskforce, Executive
1.3 Continue assist members with embedding LA in practice	Continue to promote Practitioner tracks at LAK Continue LAP	10% increase in practitioner papers at LAK26 from LAK25 LA in practice webinar	10% increase in practitioner papers at LAK 27 from LAK26 80% satisfaction rate with LAP from attendees	Communications, LAP, Education, Membership
1.4 Institutional Member Sharing	Offer additional value and member-only briefings and grant collaboration forums.	80% Satisfaction measurement of SoLAR activities by institutional members	2 new institutional collaborations. Membership revenue increased by 15% relative to 2025	Executive, Membership
1.5 Open Science Culture	Promote reproducibility and accessibility in LA research.	Review LAK/JLA submission and feedback system in terms of OSF	50% of accepted LAK/JLA papers endorse open science	JLA, Education

1.6 Global reach and expansion	Expand depth and breadth of SoLAR membership	Maintain LAK financial support for targeted regions including the Global South Create membership scholarships for LMIC(low-middle income countries)	Maintain financial support for targeted regions including the Global South Survey scholarship recipients to understand impact	Inclusion, ECR, LAK, Membership
1.7 Inclusive Practices	Maintain and expand inclusive LA resources and community involvement. Provide input to LAK chairs on expanding equity topic area	2 new inclusive LA resources developed	2 new inclusive LA resources developed Create LAK27 equity stream	Inclusion, LAK Communications, Education

Goal 2: Expand collaboration with Industry

Aim: As is evidenced by the rapid growth of (Gen)AI in various commercial organizations, there are many opportunities for SoLAR to work with industry to embrace the affordances of AI, while also acknowledging the potential limitations. There is a strong need to rebuild and innovate SoLAR’s engagement with industry stakeholders, moving towards the evolution from knowledge-based, gen-AI-powered tools to gen-AI-enabled “agents” that are more transformative and can execute complex multi stepped workflows.

As most of the current learning analytics and AI innovations are industry-led, rather than university-led, it is essential that SoLAR is a facilitator and mediator between industry and the educational sector. SoLAR has a lot of affordances to offer to industry (e.g., world-leading talent and experts, connections and networks in large educational organisations and communities) and as a community we need to strengthen our connections with industry to remain relevant in a rapidly changing EdTech environment.

A taskforce will be created to explore the options of securing partnerships with AI and EdTech firms. In particular given what SoLAR could offer (e.g., world-leading experts in LA and AI, top new talent, research-industry collaboration) we specifically might include co-developing targeted activities such as dedicated funded Scholarships by one or more industry partners, early-career grants and work-experience/placement, and dedicated national sponsorship linked to national events or LAK conference hosted by SoLAR. The LAK conference host university might reach for local sponsors and offer them to participate in the conference (e.g. panel, debate, workshop) and ask for sponsorship for targeted purpose. Further, use of local and international grants for supporting the conference and participation of underrepresented groups can be explored.

Goal 2: Expand collaboration with Industry

Priorities	Actions	Dec 2026 Measures	Dec 2027 Measures	Enablers
2.1 Sponsorships & Partners	Secure partnerships with AI and EdTech firms to co-develop targeted activities (e.g., Scholarship on X, Early-career grant Y).	LAK26 10% industry-sponsored	LAK27 20% industry-sponsored.	Industry, Executive, LAK
2.2 AI Strategy	Publish guidance and host webinars on AI's impact on LA.	1 Position paper published; 1 webinar delivered	Updated Position paper published; 3 webinars delivered.	Communications, SIGs
2.3 Global Collaboration	Forge connections with other learned societies in related domains.	1 joint collaboration agreed	2 joint events agreed	Membership, Executive, IAALDE
2.4 Leadership Training	Expand annual leadership development for analytics team leads.	LAK26 Leadership symposium with increased analytics team leads as participants	Certificate, Digital badge	LAK, Education



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