

2026 STRATEGIC PRIORITIES

IDENTITY — ADVOCACY — VALUE — PERFORMANCE

WHO WE ARE. WHAT WE FIGHT FOR. HOW WE DELIVER.

IDENTITY

ELEVATE THE TRAVEL INDUSTRY'S STATURE

Lead a compelling industry narrative and drive its adoption among key influencers, establishing travel as essential to America while solidifying the U.S. Travel Association's identity as the industry's prominent voice.

- **Cement travel as essential:** Position travel as indispensable to the U.S. economy and global standing through an integrated campaign that leverages America 250 and other key moments—ensuring policymakers can't ignore it, sideline it or treat it as discretionary.
- **Drive adoption of industry positioning:** Rally travel companies and destinations behind a clear, compelling industry message with ready-to-use talking points and other assets that shape favorable perceptions and strengthen traveler confidence.
- **Evolve U.S. Travel's stature:** Establish U.S. Travel as a sought-after expert by leveraging expanded research capabilities, launching a speakers bureau to showcase organizational expertise, strengthening relationships with top-tier journalists and becoming the first source policymakers and reporters turn to on travel.

ADVOCACY

ADVANCE POLICIES THAT ENABLE INDUSTRY GROWTH

Deliver lasting policy outcomes that reduce friction, improve the traveler experience and drive sustained growth for travel to and within the United States.

- **Champion pro-growth policies:** Advance policies that grow international inbound travel while stymying actions that deter visitors or damage perceptions of the U.S. by preventing implementation of the Visa Integrity Fee, blocking social media screening requirements for ESTA applicants and protecting Brand USA.
- **Build an unstoppable coalition:** Recruit, build and activate Congressional and administration champions who fight for travel as a core priority, delivering votes and protecting the industry at every turn. Actively leverage industry assets to showcase travel's power and appeal, identify politically-connected industry leaders in all 50 states and evolve PAC strategy to elevate the industry's prominence.
- **Advance world-class infrastructure, security and regulation:** Build a stronger foundation for domestic travel growth by modernizing security screening technology, targeting federal investment toward nationally significant mobility projects and eliminating regulation that inhibits growth.

VALUE

STRENGTHEN MEMBER RETURN ON INVESTMENT

Equip members to lead, connect and compete.

- **Deliver actionable intelligence:** Provide timely data and political insights to help members make better business decisions, communicate more effectively and navigate economic and policy change.
- **Strengthen industry unity:** Continue to elevate U.S. Travel's signature events—like IPW, Summer Summit and ESTO—convening travel leaders, experts and thought partners to tackle shared challenges, identify opportunities and shape strategy.
- **Invest in programs that grow member business:** Deploy resources that directly support growth across domestic leisure, international inbound and group travel through targeted campaigns, advocacy initiatives and segment-specific intelligence.

PERFORMANCE

BUILD A BEST-IN-CLASS, FUTURE-READY ASSOCIATION

Operate as a modern, agile organization built to execute at scale and lead the industry forward.

- **Modernize operations, systems and technology:** Centralize operations function under new leadership to strengthen financial oversight, increase agility, support scalable growth and improve execution.
- **Optimize existing resources and investments:** Ruthlessly evaluate program effectiveness to ensure resources flow to highest-impact work, constantly critiquing performance and seizing opportunities to increase member value.
- **Build a winning team and culture:** Attract and cultivate resilient, ambitious performers through intentional recruitment, rigorous onboarding, leadership development opportunities and thoughtful succession planning.