



NATIONAL  
ASSOCIATION OF  
REALTORS®

2026–2028  
STRATEGIC  
**PLAN**

# INTRODUCTION: DEVELOPING THE STRATEGIC PLAN

NAR stands at a pivotal moment—one that demands **strategic clarity** and **a renewed focus on member value**. The work began by studying the missteps of the past, diligently learning from them, and building a plan to move forward. Grounded in industry insights and shaped by more than 100,000 voices across each level of the association and the industry, our new Strategic Plan will modernize the organization and transform the member experience.

**To chart the course for NAR’s future, the Strategic Plan must consider the dynamic context of today:** a diverse set of stakeholder expectations, ongoing industry and economic pressures, and internal organizational constraints.



## COMMUNICATING NAR'S VALUE

Our metric for success is how members are thriving in their businesses, and how we can make homeownership more affordable and accessible for our members' clients.

That's why the 2026–2028 Strategic Plan has a Value Proposition that's centered on REALTORS®.

### NAR'S VALUE PROPOSITION FOR 2026–2028:



NAR empowers REALTORS® by helping them thrive in their businesses. It achieves this goal by advocating on their behalf, providing market intelligence and research tools, offering professional development and education, maintaining high standards and elevating the REALTOR® brand. By supporting REALTORS®, NAR protects and advances the right of Americans to own real estate.



**REALTORS® are members of the National Association of REALTORS®.**

# GROUNDING IN RESEARCH & DATA: THE PATH TO NAR'S STRATEGIC PLAN

NAR engaged an independent third-party consultancy to conduct a comprehensive current-state assessment of the real estate industry, market and landscape, as well as analyze NAR's key strategic opportunities to enhance value for stakeholders.

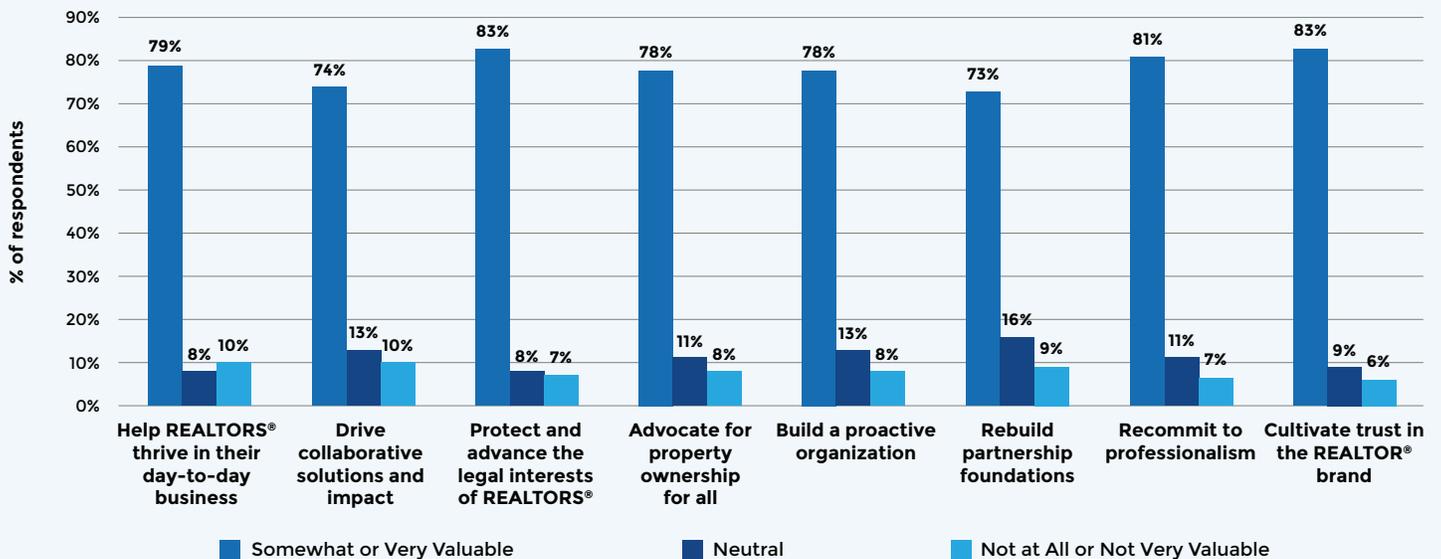
## NAR'S PRIORITIES, VALIDATED BY MEMBERS

In preparing our 2026–2028 Strategic Plan, we surveyed more than 150,000 members to understand their needs and wants. From this, we identified the initiatives members would find most valuable to their membership experience.

### SURVEY RESPONDENTS WERE ASKED:



Please rate how valuable you believe the strategic priority would be to you. Your rating should be based on how valuable it would be if NAR were to deliver in these areas going forward, not how you believe NAR is performing in these areas today.



THESE FINDINGS GUIDED THE STRATEGIC PLAN PRIORITIES.

# THE NAR STRATEGIC PLAN

NAR exists to empower REALTORS® as they preserve, protect and advance the right to real property for all.

The 2026–2028 Strategic Plan is designed to provide clear direction, actionable solutions and measurable impact for our members and the industry.

## OUR PURPOSE

NAR will build accessible and sustainable pathways to residential and commercial real estate ownership by empowering members, forging transformative partnerships and representing the interests of the industry.

## OUR COMMITMENTS

NAR is committed to two main priorities in the 2026–2028 Strategic Plan:

- Building the future member experience
- Modernizing the association

## OUR STAKEHOLDERS

NAR is committed to serving all of our stakeholders through this Strategic Plan:

- Members
- Partners
- Real estate industry
- Consumers

**NAR's Strategic Plan incorporates the perspectives and expectations of a diverse group of stakeholders, including members, state and local associations, brokerages, MLSs, ISCs, buyers and sellers, policymakers and lawmakers, investigative bodies, the media and external influencers.**

# BUILDING THE FUTURE MEMBER EXPERIENCE

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## OUR COMMITMENT TO MEMBERS

**HELP REALTORS® THRIVE IN THEIR DAY-TO-DAY BUSINESS:** NAR will enhance the tools, training and support that members rely on, enabling REALTORS® to grow their businesses, improve their well-being and serve clients with confidence.

## OUR COMMITMENT TO PARTNERS

**DRIVE COLLABORATIVE SOLUTIONS AND IMPACT:** Co-create programs, share resources and align messaging to enhance REALTOR® value and support a thriving real estate ecosystem.

## OUR COMMITMENT TO THE REAL ESTATE INDUSTRY

**PROTECT AND ADVANCE THE LEGAL INTERESTS OF REALTORS®:** Proactively shape legal protections that represent the priorities of REALTORS® and promote a resilient industry.

## OUR COMMITMENT TO CONSUMERS

**ADVOCATE FOR PROPERTY OWNERSHIP FOR ALL:** Advance policies at all levels of government to support a prosperous real estate economy.

# MODERNIZING THE ASSOCIATION

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## OUR COMMITMENT TO MEMBERS

**BUILD A PROACTIVE ORGANIZATION:** Evolve financial and operational systems and structures to deliver faster, smarter support that meets the needs of today and anticipates tomorrow's.

## OUR COMMITMENT TO PARTNERS

**REBUILD PARTNERSHIP FOUNDATIONS:** Foster deep partnerships grounded in transparency and shared goals to deliver lasting value to REALTORS® and stakeholders.

## OUR COMMITMENT TO THE REAL ESTATE INDUSTRY

**RECOMMIT TO PROFESSIONALISM:** Strengthen ethical standards, cultivate technical knowledge and elevate current and emerging REALTOR® leaders.

## OUR COMMITMENT TO CONSUMERS

**CULTIVATE TRUST IN THE REALTOR® BRAND:** Position the REALTOR® brand as a trusted symbol of expertise, integrity and reliable service for consumers.

# EVOLVING WHO WE ARE: NAR'S VALUES

In order to successfully execute this Strategic Plan, we must be grounded in values and culture that support this transformation:

- **TRUSTWORTHY:** We will earn trust through transparency and consistency.
- **DATA-INFORMED:** We will ground decisions in and share data.
- **ADAPTIVE:** We will stay agile and nimble in a dynamic market.
- **ACCOUNTABLE:** We will deliver on commitments with integrity and discipline.

## STRATEGIC PLAN INITIATIVES

Every employee of NAR is accountable for the successful execution of this Strategic Plan. We have developed 24 initiatives to deliver on our commitments across the Strategic Plan.



## Building the Future of Member Experience

### OUR COMMITMENT TO MEMBERS:

HELP REALTORS® THRIVE IN THEIR DAY-TO-DAY BUSINESS.

*NAR will enhance the tools, training and support that members rely on, enabling REALTORS® to grow their businesses, improve their well-being and serve clients with confidence.*

**1.1:** Equip REALTORS® with actionable residential and commercial market intelligence and research insights.

**1.2:** Provide REALTORS® with foundational and continuous educational opportunities to expand expertise (e.g., building strategic alliances, next-generation learning platforms).

**1.3:** Adopt advanced technology and tooling that enhance REALTORS®' businesses.

### OUR COMMITMENT TO PARTNERS:

DRIVE COLLABORATIVE SOLUTIONS AND IMPACT.

*Co-create programs, share resources and align messaging to enhance REALTOR® value and support a thriving real estate ecosystem.*

**2.1:** Enhance or increase partner access to information and resources (e.g., improved data flow, industry talking points).

**2.2:** Co-create products and services that address REALTOR® and market needs (e.g., education licensing, new-member onboarding).

# Building the Future of Member Experience

## OUR COMMITMENT TO THE REAL ESTATE INDUSTRY:

PROTECT AND ADVANCE THE LEGAL INTERESTS OF REALTORS®.

*Proactively shape legal protections that represent the priorities of REALTORS® and promote a resilient industry.*

**3.1:** Analyze, assess and address legal risk.

**3.2:** Proactively safeguard and advance the REALTOR® trademark and brand.

**3.3:** Work with industry partners to pursue favorable legal outcomes.

## OUR COMMITMENT TO CONSUMERS:

ADVOCATE FOR PROPERTY OWNERSHIP FOR ALL.

*Advance policies at all levels of government to support a prosperous real estate economy.*

**4.1:** Champion policies that promote and expand access for the next generation of real estate owners.

**4.2:** Engage consumers in both residential and commercial real estate advocacy (e.g., partner with consumer-facing organizations).

# Modernizing the Association

## OUR COMMITMENT TO MEMBERS:

### BUILD A PROACTIVE ORGANIZATION.

*Evolve financial and operational systems and structures to deliver members faster, smarter support that meets the needs of today and anticipates tomorrow's.*

**5.1:** Streamline organizational governance and enhance effectiveness (e.g., review governance committees).

**5.2:** Build processes that facilitate timely, transparent information flow (e.g., feedback loops, prioritization models).

**5.3:** Overhaul budgeting and resourcing strategies to promote financial transparency and responsible stewardship (e.g., zero-based budgeting).

## OUR COMMITMENT TO PARTNERS:

### REBUILD PARTNERSHIP FOUNDATIONS.

*Foster deep partnerships grounded in transparency and shared goals to deliver lasting value to REALTORS® and stakeholders.*

**6.1:** Partner with state and local associations to build a common understanding around roles and responsibilities and co-deliver on the unified value proposition.

**6.2:** Elevate brokerage engagement for a connected real estate ecosystem.

**6.3:** Modernize partner collaboration to drive consistent results.

**6.4:** Optimize support systems and communication pathways.

# Modernizing the Association

## OUR COMMITMENT TO THE REAL ESTATE INDUSTRY: RECOMMIT TO PROFESSIONALISM.

*Strengthen ethical standards, cultivate technical knowledge and elevate current and emerging REALTOR® leaders.*

**7.1:** Strengthen the Code of Ethics (e.g., training enhancements, enforcement processes).

**7.2:** Advance REALTORS® technical skills and professional expertise.

**7.3:** Curate premier events that foster industry-wide connection.

**7.4:** Attract and cultivate the next generation of REALTORS® and leaders.

## OUR COMMITMENT TO CONSUMERS: CULTIVATE TRUST IN THE REALTOR® BRAND.

*Position the REALTOR® brand as a trusted symbol of expertise, integrity and reliable service for consumers.*

**8.1:** Be the “first voice” in industry developments and regulatory updates (e.g., communications transparency strategy).

**8.2:** Drive public relations efforts with a distinct and compelling voice tailored to segmented audiences (e.g., consumer ad campaign, communications).

**8.3:** Build a core brand identity that differentiates REALTORS® in the market.

# ACCOUNTABILITY

We commit to timely, metric-based updates on progress in implementing and executing the Strategic Plan. However, a key insight from our member and industry focus groups, forums and surveys is that this transformation cannot solely be communicated with words—it must be experienced. We invite every member, potential member and industry participant to constructively engage with us as we embark upon the biggest transformation in real estate history.

