



**JAMES F. WALSH**, Vice President—Engineering and Technology, GS Industries, Inc., Charlotte, N.C. Beginning his career in the steel industry in 1975, as a management trainee at U. S. Steel Gary Works, he progressed through several operating and engineering management positions during the next 12 years, including stints as superintendent—environmental control, and senior area manager—melting and casting. In 1987, he left U. S. Steel to become director—marketing, for Qualimatrix, Inc., where he was subsequently appointed vice president and director—operations. He joined AK Steel (then Armco Steel Co., L.P.) in Jan. 1993, as part of the turnaround management team. Initially, he served as manager—maintenance technology. Over the ensuing six years, he held positions as general manager, Middletown Works; vice president—design engineering and research; vice president—manufacturing; vice president—commercial; and vice president—corporate development. In March 1999, he left AK Steel to become vice president—engineering and technology for Charlotte-based GS Industries. Mr. Walsh holds a B.S. degree in electrical engineering, conferred magna cum laude, from the University of Notre Dame. He also holds an M.B.A. from Indiana University—Northwest.

## **JAMES F. WALSH •**

*ASSOCIATION OF IRON AND STEEL ENGINEERS*

### **President's Message 2000**

I welcome the opportunity to serve as president of the AISE for the year 2000. Thanks to the efforts of my predecessors, the AISE is singularly well positioned to support the iron and steel industry in the years ahead. The AISE is a vital organization, with over 10,000 members. We are blessed with a talented and dedicated staff. We have a sound balance sheet. Most importantly, we have a clear view of the path we intend to follow.

As the global economy truly takes hold, it becomes readily apparent that the companies that thrive, indeed those that survive, will be those that are most efficient. Manufacturing companies can control neither the market prices of raw materials nor the market prices for finished goods. The cost of converting raw materials to finished goods is controllable, however. Successful companies effectively control their costs.

The most successful companies utilize their existing assets—physical, financial and human—to maximize productivity and therefore minimize costs. When existing assets approach optimum efficiency, companies invest capital in new technology to further reduce operating costs. But buying new technology, then turning it over to a poorly trained workforce rarely produces the desired result. To remain competitive, the best companies not only invest in the best technology, but invest in their employees as well.

The AISE can be a valuable resource for companies that choose to make such investments.

Long ago, the AISE attracted only the engineers of the industry. Now the AISE is comprised not only of engineers, but those in operations and maintenance as well. The community of vendors to the steel industry is also an integral part of the AISE. Local section meetings are a forum for discussion among those dedicated to the steel industry. Here we meet with those who may help us solve a vexing problem. The interchange of

ideas, practices and procedures helps all of us improve. AISE training programs provide valuable education for people at all levels in the industry. Offerings range from elementary steelmaking to maintenance practices to efficient capital management. Technical conferences and committee meetings are a platform for sharing the latest in technology. AISE *Steel Technology* magazine provides an opportunity to read about the progress achieved by others. The AISE is developing a virtual library of papers and articles published over the years, so that the information will be readily available over the Internet. The mini-expos, product fairs and, especially, the biennial exposition are excellent opportunities to learn about the newest goods and services offered to the industry. The Making, Shaping and Treating of Steel, published by the AISE Steel Foundation, is a compendium of steelmaking knowledge—still the “bible” of the steel industry.

No other organization provides such a comprehensive array of opportunities to transfer knowledge within the steel industry. Whether you have something to share or something to learn, the AISE is the place for you.

I encourage you to utilize the resources of the AISE. Encourage others in your organization to do the same. The AISE can be a valuable resource for your company if you take advantage of the opportunity.

James F. Walsh