



Strategic Plan Summary

2024–2027

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Background

Goals – Since its formation in January 2004, AIST has fulfilled its mission to advance the technical development, production, processing and application of iron and steel by continuously pursuing the following goals:

- Build a strong and relevant technical organization with active membership groups, quality publications and superior events, all with global access and appeal
- Create stability with a conservative and diversified revenue plan while avoiding duplication of services
- Achieve sustainable growth with continuous improvement through strategic planning, global outreach and a dominant market position

Principles – In the pursuit of these goals, we adhere to the following guiding principles:

- Create value for members and benefit to industry
- Provide opportunity and access for all members
- Seek member-identified, quality programming
- Recruit informed and involved leadership
- Provide responsible stewardship of assets

Strategic Process – To ensure the Association remains relevant to the steel industry, it shall create and evolve strategic initiatives to reflect the changing needs of our members. These efforts should complement the core programs of the association:

- AISTech, GSDF, WIS, and MS&T – our major conference and exhibit forums
- Technical training programs
- Technology Committee activities
- Member Committee activities – WIS, YP, UIRR
- Member and Student Chapter activities
- *Iron & Steel Technology* – our major publication
- Awards and recognition programs
- Foundation grant programs

During the AIST Leadership Conference (LC), the member leaders from our Technology Divisions and Member Chapters as well as our Board of Directors meet to identify current challenges, best practices and opportunities for AIST strategic planning. At the LC in November each year, the attendees will identify and prioritize tactics associated with the following strategic initiatives for the current period:

- Membership Retention and Growth
- Technology Training and Education
- Globalization of Networks and Programs
- Next Generation Workforce Development

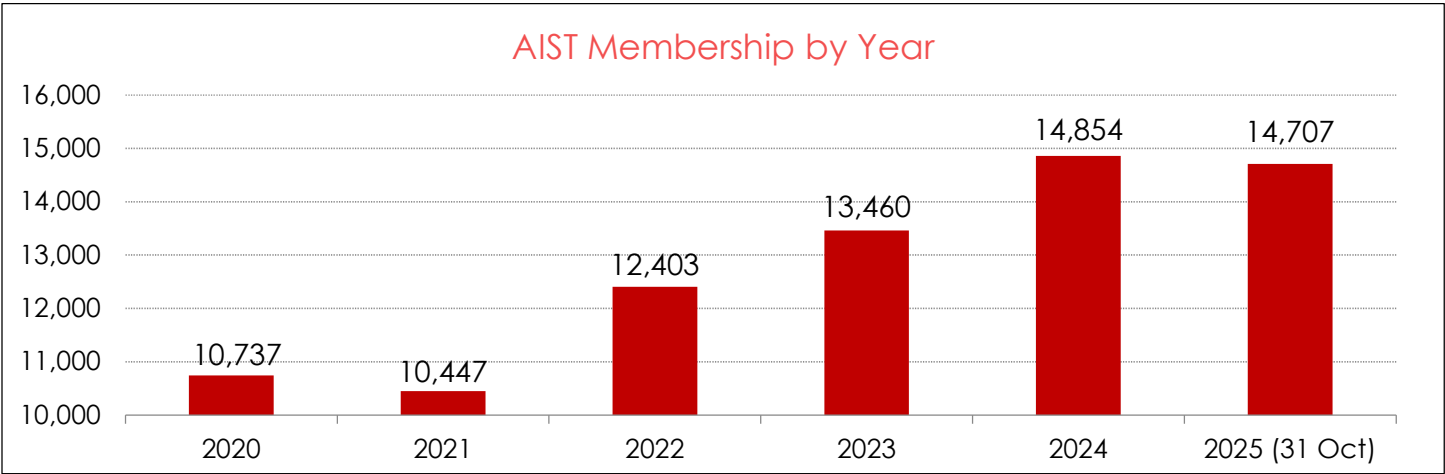
The following report highlights the desired outcome, key tactics and current priorities for each of these initiatives.

Initiative 1: Membership Retention and Growth

To encourage membership, we will provide our members with access to networking and educational opportunities that identify AIST as the primary source of knowledge for iron and steel technology. Our strategy will include: earning member loyalty (retention) and building AIST brand awareness (growth).

Desired Outcome

By the end of 2027, AIST professional membership will reach **16,000**.



Tactics

AIST has defined multiple tactics to assist with this goal:

- Member database continuous improvement
- AIST website continuous improvement
- Social media continuous improvement
- Evolve programs for under-represented groups:
 - NHIC, YP, Women in Steel
- Technology Committee open enrollment
- Technology Committee in-person & virtual meetings
- Corporate Enrollment Program
- Member surveys to promote awareness
- Publications
 - Directory
 - Update current, introduce new books
- Road Shows

FY2026 Priorities

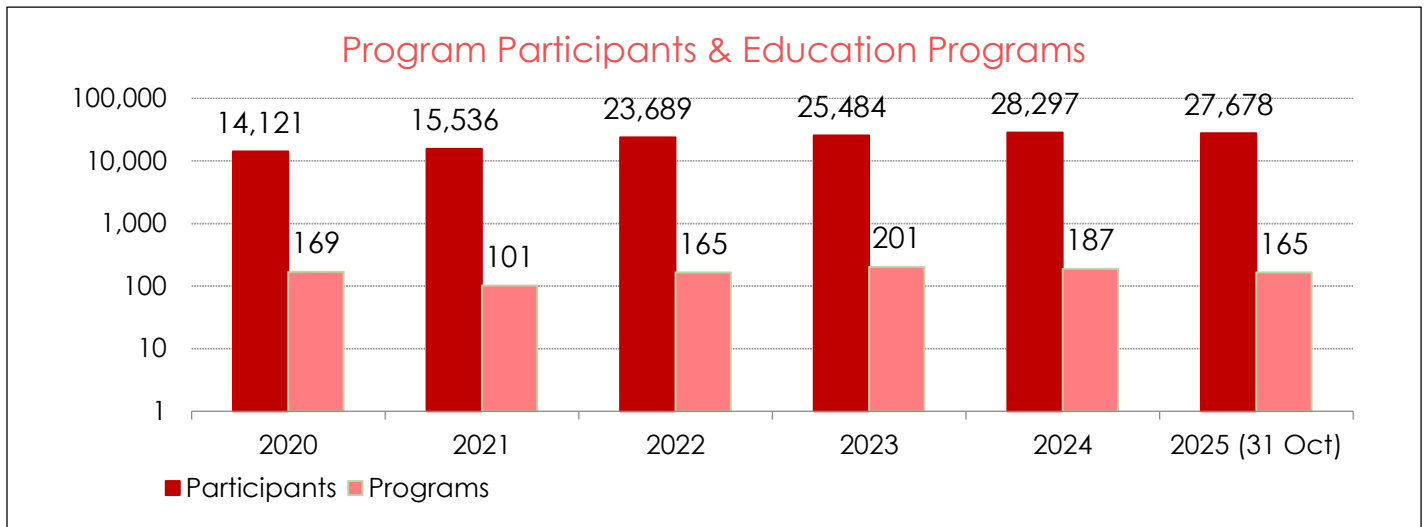
- ✓ Women in Steel Program – Evolve stand-alone conference; add award
- Young Professional Program – Expand programming; add award
- ✓ Develop formal committees for WIS and YP
- Website redesign for user experience
- ✓ Corporate Enrollment Program growth
- ✓ Integrate Young Professionals into Leadership process for TC and MC
- Build networks between Professional, Student Member Chapters, and Trade Schools
- Outreach to CEOs and affiliated sectors with GSDF
- Expand international outreach (Europe, MENA, SE Asia)
- ✓ Create trade school outreach
- Evolve program to improve public perception of steel

Initiative 2: Technology Training and Education

AIST Technology Committees will conduct quality training and knowledge dissemination by utilizing our members' ideas to develop courses, publications and materials in support of this initiative. Our strategy includes: creation of relevant training, providing forums for technical exchange, and communicating technical advancements to enhance workforce development.

Desired Outcome

By the end of 2027, AIST will average **29,000** annual registered program participants and **200** annual formal education programs.



Tactics

The industry has an urgent need to develop sustainability and digitalization technologies, as well as workforce development programs. To accomplish this goal, AIST has defined the following tactics:

- Major technical forums (AISTech & MS&T)
- Leadership strategies (GSDF, LC & ELA)
- Establish regional Technology Committees
- Int'l Information Exchange (Study Tours)
- International Steel Academy (ISA)
- International Steel Forums (ISF)
- Promote new applications for steel
- Open enrollment for TCs
- Producer engagement
- Enhance technical web content
- Evolve public/private partnerships for breakthrough technologies
- Build platform for sustainable and digitalization technologies

FY2026 Priorities

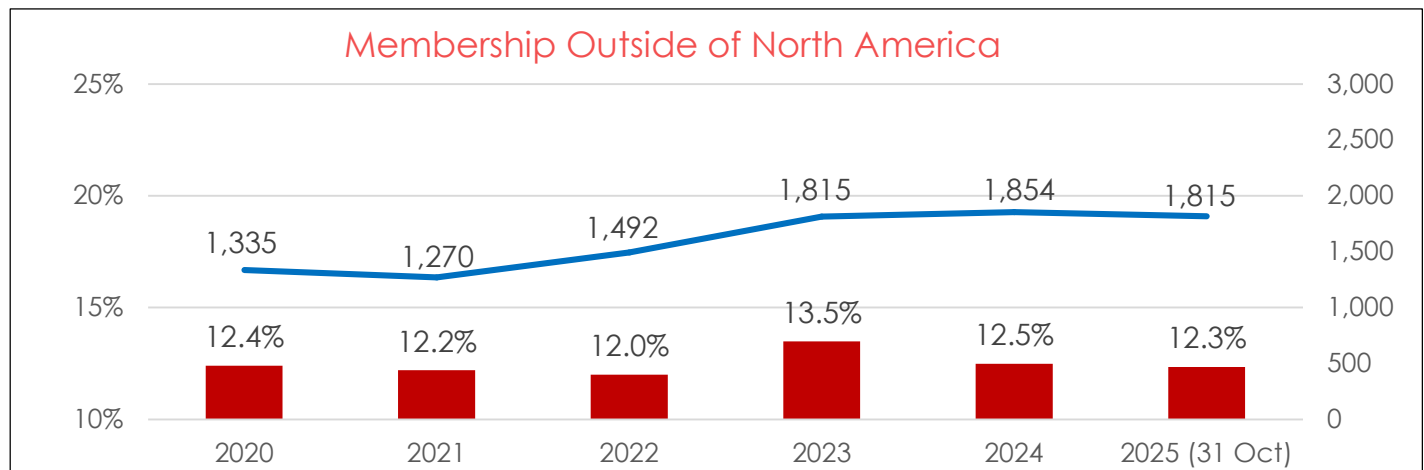
- ✓ Conclude Sustainable Steel Manufacturing Roadmap publication
- ✓ Disseminate roadmap to industry
- Evolve roadmap technology and workforce readiness levels
- Advance Artificial Intelligence in steel manufacturing
- ✓ Promote advancements of Microalloy Steel
- Promote advancements of Climate Neutral Steel Production (Scrap Sub & Alt. Iron 10)
- Study Tours: Galv. (Canada/USA), LP (Spain), CC (Brazil), EAF (Japan or Korea), BOF (India)
- Improve online Visibility of Research & Academic Papers
- ✓ Organize Intl. Conferences: AutoSteel (2025), IRC (2025), Galvatech (2026)
- ✓ Expand Technology Committee meetings for Europe and Mexico (Cold Sheet/Galv TC)
- ✓ USA Capacity Data Collection for OECD GFSEC (AISI/SMA - ongoing)

Initiative 3: Globalization of Networks and Programs

International growth will enable AIST to become a comprehensive technical network for our members in North America and abroad, with global access and a sustainable plan for membership growth. Our strategy will include: continuous assessment of the membership structure; collaboration with regional groups; and implementation of technology training.

Desired Outcome

By the end of 2027, we expect to have **15%** of our membership from outside North America.



Tactics

Various outreach programs have been implemented to aid membership growth and AIST brand awareness beyond North America.

- Member Dues: Non-High Income Country Dues, Corporate Partnership and Combi-Memberships
- Study tours (ST) and related programming to build trust with regional groups
- International Technology Committees and Training Courses
- Regional steel forum and product fair development
- International Steel Academy (ISA) – Level 100, 200, 300 and 400 course curriculum
- Non-USMCA Chapter development fund

FY2026 Priorities

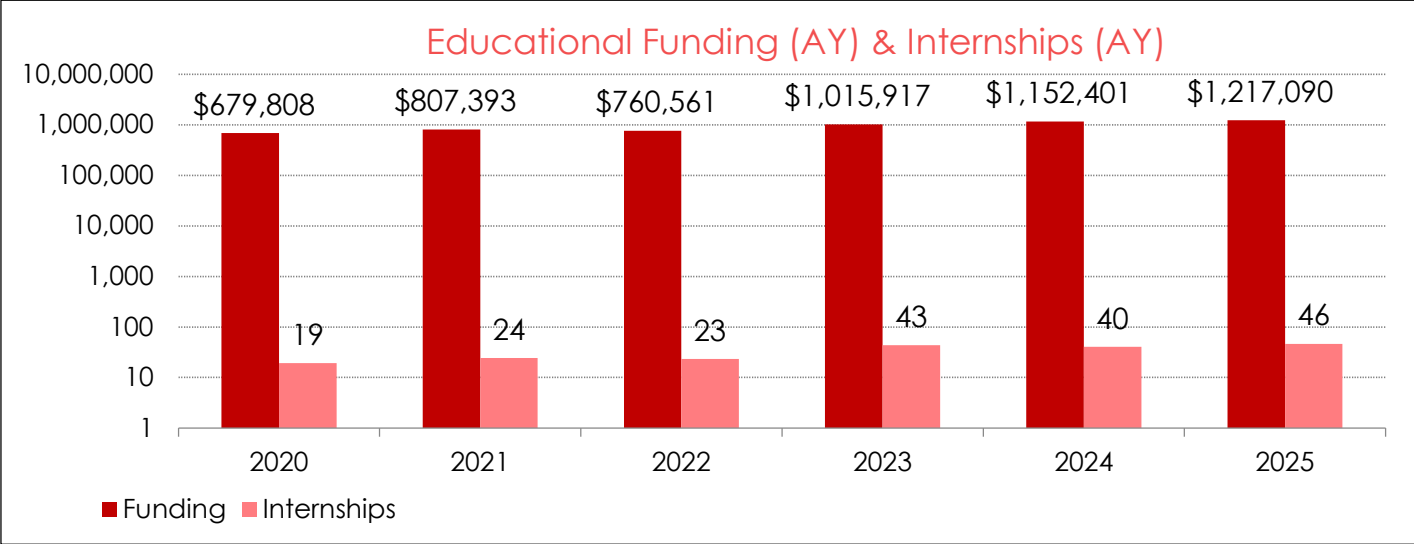
- ✓ Europe — ESF 2025 (Bilbao, Spain), METEC 2027 (Dusseldorf, Germany), Recip. Galv ST 2025 (USA/Canada)
- ✓ Middle East — MENA SF 2025, Webinars, TTC's
- ✓ Study Tours: Galv. (Canada/USA), LP (Spain), CC (Brazil), EAF (Japan or Korea), BOF (India)
- ✓ Mexico — ExpoAcero 2026, CSRTC/GTC joint meeting
- Turkey – Expand Regional Programming
- Conduct AutoSteel (Orlando 2025), IRC (Fort Worth 2025), Galvatech (Monterrey 2026)
- ✓ SEASI — WSD Breakthrough Technology Conference 2025
- ✓ Australia/New Zealand — Steelmaking Symposium 2026, OSTC BBSC Qrtly Meetings
- Expand TC platform into Europe and Mexico
- ✓ Virtual Tech Comm Meetings and Webinars
- Create international Foundation opportunities

Initiative 4: Next Generation Workforce Development

AIST will provide programs to increase awareness of and opportunities in steel manufacturing as a profession to university, trade school and high school students. Our strategy will include outreach to students through grants and internships, promotion of steel curriculum, and connecting industry with academia.

Desired Outcome

By the end of 2027, AIST will award US\$1,300,000 per year for educational funding and sponsor 50 steel internships.



*AY = Academic Year

Tactics

To accomplish this goal, AIST has defined the following tactics:

- Scholarships/internships
- Faculty engagement programs
 - Faculty participation at AISTech
 - KDP Faculty Award, Steel Professor
 - Curriculum Development Grants
 - Daily Safety Grants
 - Digital Steel Technologies Grant
 - Sustainable Steel Technologies Grant
- Engage trade and high school students
- Advanced symposia to engage academia
- Link Member Chapters to local universities and trade schools
- University-Industry Relations Roundtable
- Material Advantage Student Membership
- Steel to Students Program
- Steel Video Contest
- Ensure major Foundation donor recognition
- Evaluate scholarly peer review process

FY2026 Priorities

- Increase number of Foundation interns to 50 per year
- Evolve semi-annual journal of peer-reviewed research
- Enhance marketing for Foundation programs
- Evaluate Scholarship/Grant Administration Systems
- Implement Steel to Students: Trade School Outreach program via DOE grant
- Evolve campaign to improve public perception of steel
- ✓ Continue to evolve best practices for industry recruitment: HR Committee development
- ✓ Challenge KDP Grant Recipients to encourage student intern applications
- ✓ Virtual University and workforce development visits