Strategic Plan Summary

2025–2028

186 Thorn Hill Road
Warrendale, PA 15086

p. +1.724.814.3000
f. +1.724.814.3001

memberservices@aist.org
AIST.org

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, S2S
- 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

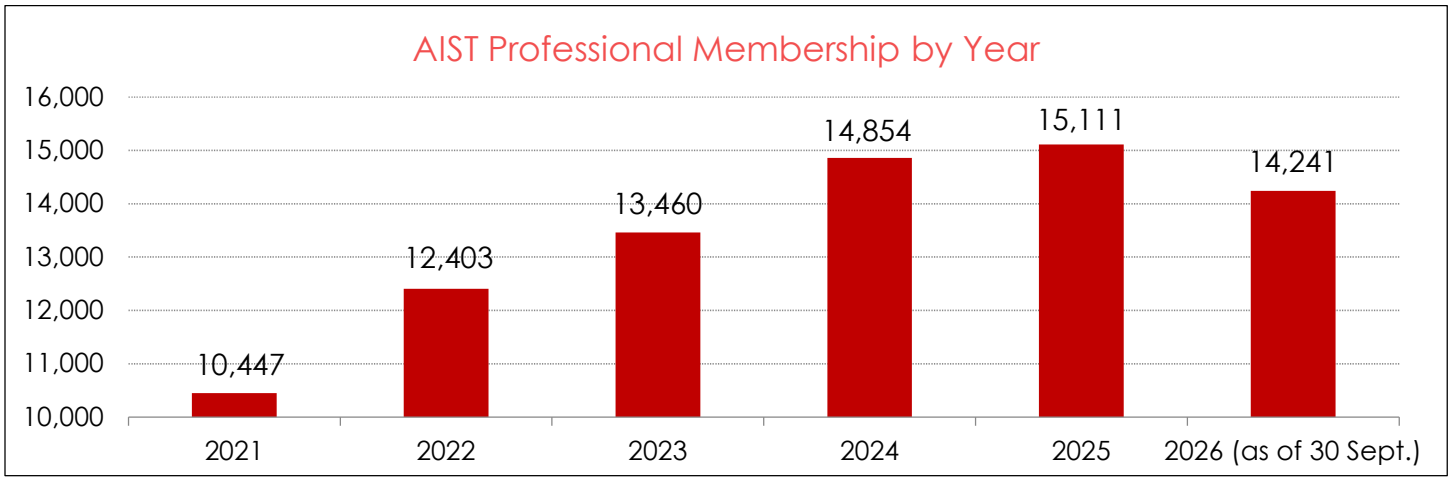
The following report highlights the desired outcome, key tactics and current priorities for each of these initiatives.

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 2028, AIST professional membership will reach **16,000**.



Tactics

AIST has defined multiple tactics to assist with this goal:

- AIST website upgrade
- Social media continuous improvement
- Membership Committee Programs:
  - NHIC, YP, Women in Steel
- Technology Committee open enrollment
- Technology Committee in-person & virtual meetings
- Corporate Enrollment Program
- Member survey
- Publications
  - Online Directory
  - Enhance Academic Discoverability
- Road Shows

FY2027 Priorities

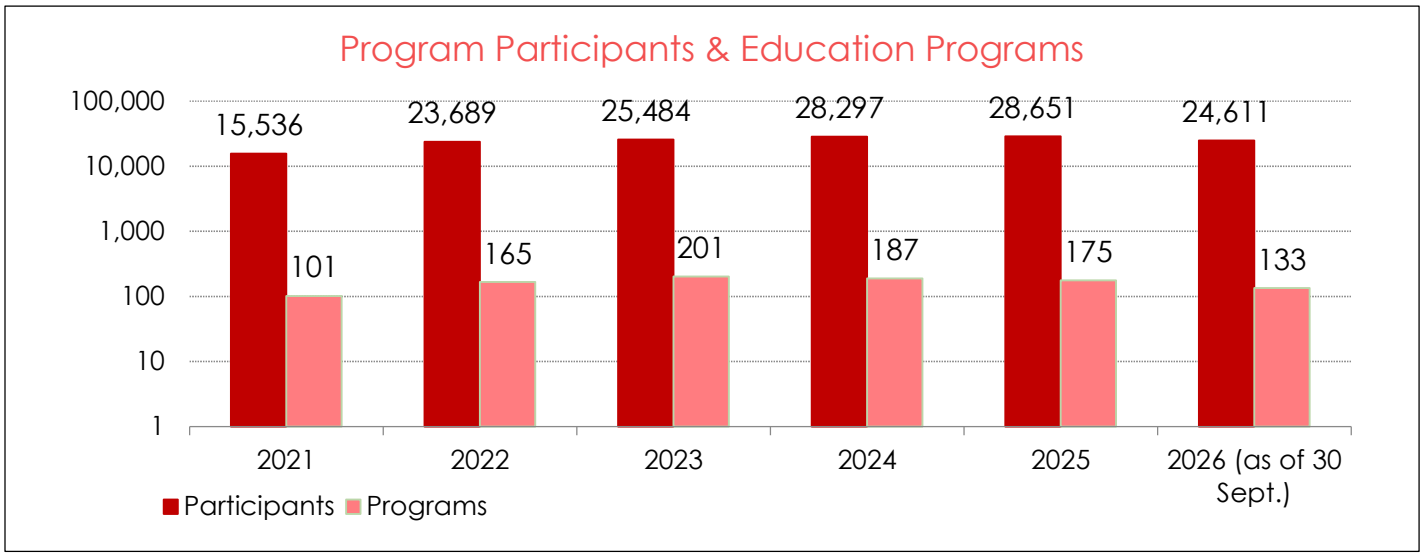
- Evolve program to improve public perception of steel
- ✓ Women in Steel – expand programming
- Young Professional Program – Expand programming; add award
- Website redesign for user experience
- ✓ Corporate Enrollment Program growth
- ✓ Integrate Young Professionals into Leadership process for TC and MC
- Build networks between Professional, Student Member Chapters, and Trade Schools
- Outreach to CEOs and affiliated sectors with GSDF
- Launch Memphis Member Chapter
- Expand Europe and MENA Member Chapters
- ✓ Evolve trade school outreach

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 2028, AIST will average **29,000** annual registered program participants and **200** annual formal education programs.



Tactics

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

- Major technical forums (AISTech & MS&T)
- Leadership strategies (LC, GSDF, WIS & 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
- Evolve Industry Analytics
- Build platform for sustainable and digitalization technologies

FY2027 Priorities

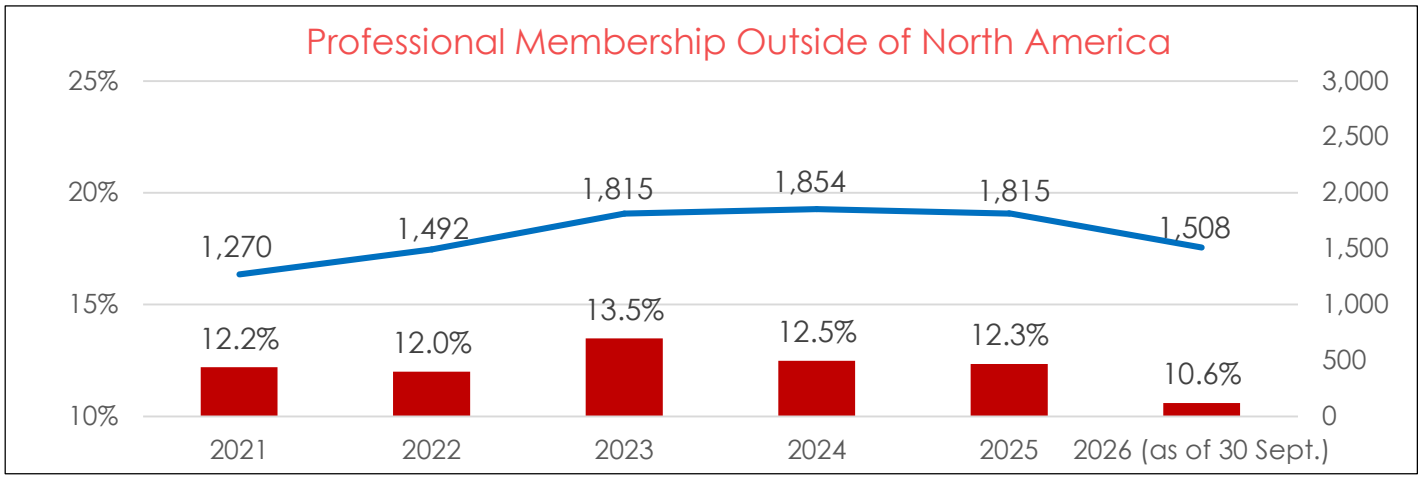
- ✓ Disseminate roadmap to industry
- Evolve roadmap technology and workforce readiness levels
- Advance Artificial Intelligence in steel manufacturing (AI Subcommittee)
- Promote advancements of Long & Forged Products
- Manufacturing Summer Camps (Sparkforce)
- ✓ Promote advancements of Climate Neutral Steel (SSAI 2026, Energy Conf 2026)
- Study Tours: CC (Brazil), LP (Italy), Galv. (Europe), Spec. Alloy (Germany), EAF (Turkey)
- ✓ Improve online Visibility of Research & Academic Papers
- Organize Intl. Conferences: Galvatech (Monterrey 2026), IAS Crane Symp (Argentina 2027), DRI Training (Austria 2027)
- ✓ Expand International Tech Comm mtgs (Galv & Oxygen Steelmaking)
- ✓ USA Capacity Data Collection for OECD GFSEC

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 2028, we expect to have **15%** professional membership from outside North America.



Tactics

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

- 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

FY2027 Priorities

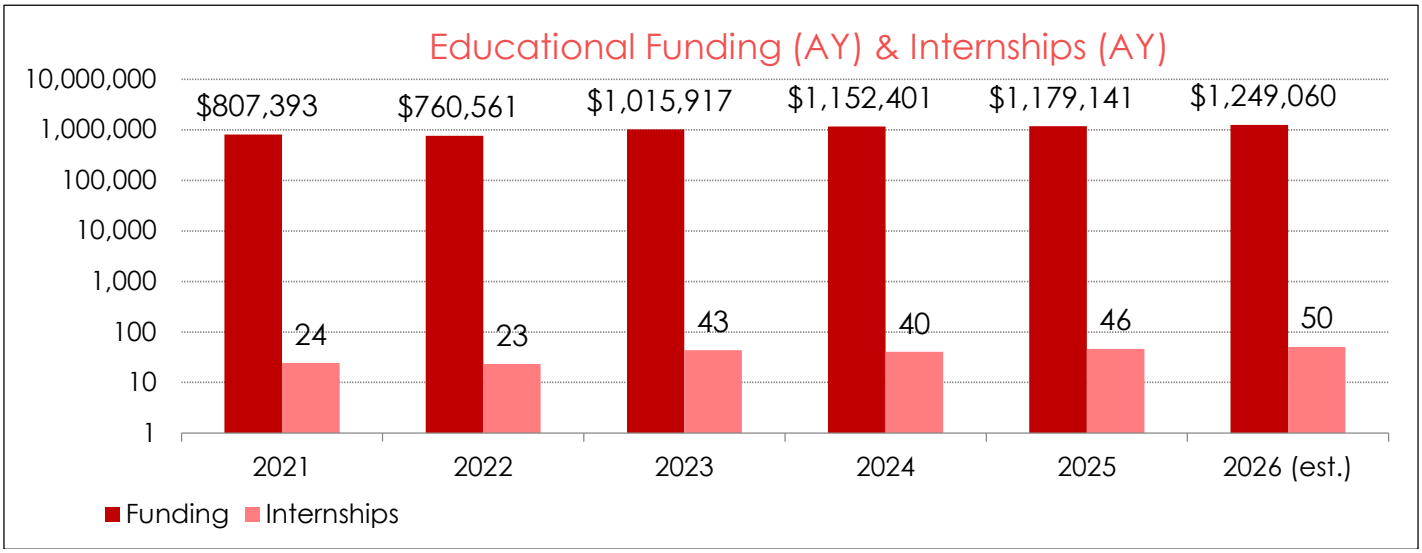
- Europe — ESF 2026 (Udine, Italy), METEC 2027 (Dusseldorf, Germany), GTC mtg (Salzgitter, Germany)
- Middle East — MENA SF 2027, Webinars, TTC's
- Study Tours: CC (Brazil), LP (Italy), Galv. (Hungary/Belgium), Spec. Alloy (Germany), EAF (Turkey)
- Mexico — ExpoAcero 2026, CSRTC/GTC joint meeting, Galvatech 2026, Ternium Tech Day (2027)
- GSDF International CEO Participation
- Turkey – Expand Regional Programming
- Conduct Galvatech (Monterrey 2026), IAS Crane Symp (Argentina 2027), DRI Training (Austria 2027)
- ✓ 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
- Pilot Mexico Foundation

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 end of 2028, AIST to award educational funding of US**$1.3M/year** including **55** steel internships.



**AY = Academic Year*

Tactics

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

- Fundraising Matching Funds Challenge
- Scholarships/internships
- Faculty engagement programs
  - Faculty participation at AISTech
  - KDP Faculty Award, Steel Professor
  - Curriculum Development 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
- Steel to Students Roundtable and Program
- Material Advantage Student Membership
- Student Contest
- Ensure major Foundation donor recognition
- Evaluate scholarly peer review process

FY2027 Priorities

- Improve Foundation website and database
- Deploy Scholarship/Grant Administration Systems
- Increase number of interns to 52 per year
- Evolve semi-annual journal of peer-reviewed research
- Enhance marketing for Foundation programs
- Implement Steel to Students: Trade School Outreach program via DOE grant
- Launch campaign to improve public perception of steel

✓ Conduct regular HR Committee meetings

✓ Virtual University and workforce development visits