



STRATEGIC
FRAMEWORK

2020 - 2021

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ERICA SWINNEY STALEY
EXECUTIVE DIRECTOR

MR History

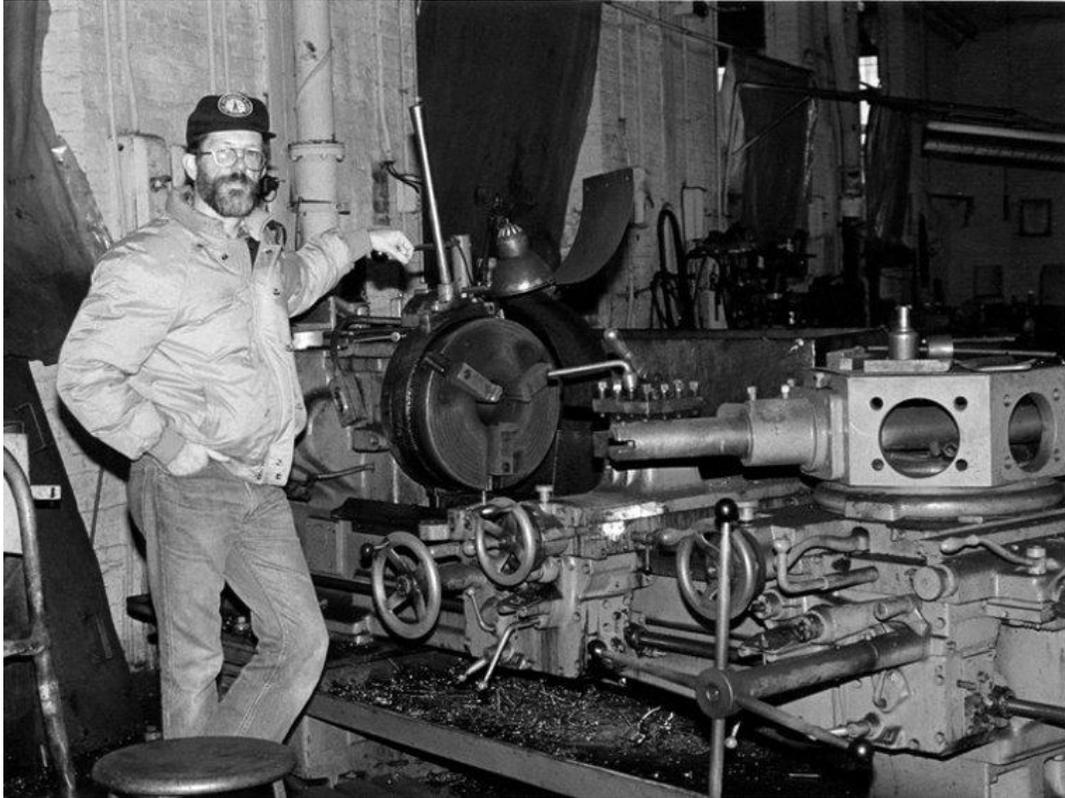
Founded by Dan Swinney, former machinist and labor organizer, in **1982** as the Midwest Center for Labor Research.

Through the 1980s, **Chicago lost 3,000 of 7,000 manufacturing companies** with over 150,000 people who lost their jobs. During that time MR studied hundreds of companies and worked on dozens of campaigns with local unions, community-based organizations, and the City of Chicago under the Harold Washington administration, to save manufacturing jobs.

MR published 24 issues of the **Labor Research Review** journal, 1982 - 1994. LRR served as a highly-regarded forum for analysis, criticism, and strategic thinking on the American labor movement in the late 20th century.

In 1989, **MR published a study *Intervening with Aging Owners to Save Industrial Jobs*** which found 40% of manufacturing companies were in risk of closing only because of a lack of successor. This study set the foundation for what is now the Re/Cast.

In 2000, MR published ***Building the Bridge to the High Road*** which introduced MR's vision for High Road Development, a framework that underlines our work to this day.



MR History Continued

In 2001, MR published a report on ***Creating a Manufacturing Career Path System in Cook County*** which detailed the gaps in the workforce development and education system as it related to the manufacturing industry.

In 2002, MR published ***Early Warning Systems: A Proactive Tool for Labor in the Regional Economy*** to offer a framework for identifying companies in risk of closing due to lack of a successor with the goal of identifying new local entrepreneurs committed to keeping companies open.

In 2005, MR lead the creation of the **Chicagoland Manufacturing Renaissance Council (CMRC)** as a multi-sector coalition of government, labor, business, education and community leaders committed to making Chicago a global leader in advanced manufacturing.

In 2007, on behalf of the CMRC, MR began its work advancing solutions in education and workforce development. The result of that work led to a partnership with Chicago Public Schools and the establishment of **Austin Polytechnical Academy**, a public high school on the Westside of Chicago. In 2008, Austin Polytechnical Academy was cited in a public speech by **Presidential Candidate Obama** as a national model.

In 2012, the CMRC anchored by the **partnership between MR and CFL led to \$1.25 million of investment from the City of Chicago into public education and economic development projects to support manufacturing** in the Chicagoland area. The CMRC was cited as promising initiative in the City of Chicago's *A Plan for Economic Development Growth and Jobs*, March 2012.

In 2014, MR was successful in earning **\$2.7 million of federal investment** into building manufacturing career pathway programming in public schools in Chicago. leading to the establishment of the **Manufacturing Connect (2014)** and **Young Manufacturers Association (2016)** programs.

In 2019, **Erica Staley succeeded Dan Swinney as Executive Director.**



What Conditions Drive MR's Work Today? The Current Paradigm



Expanding Inequality

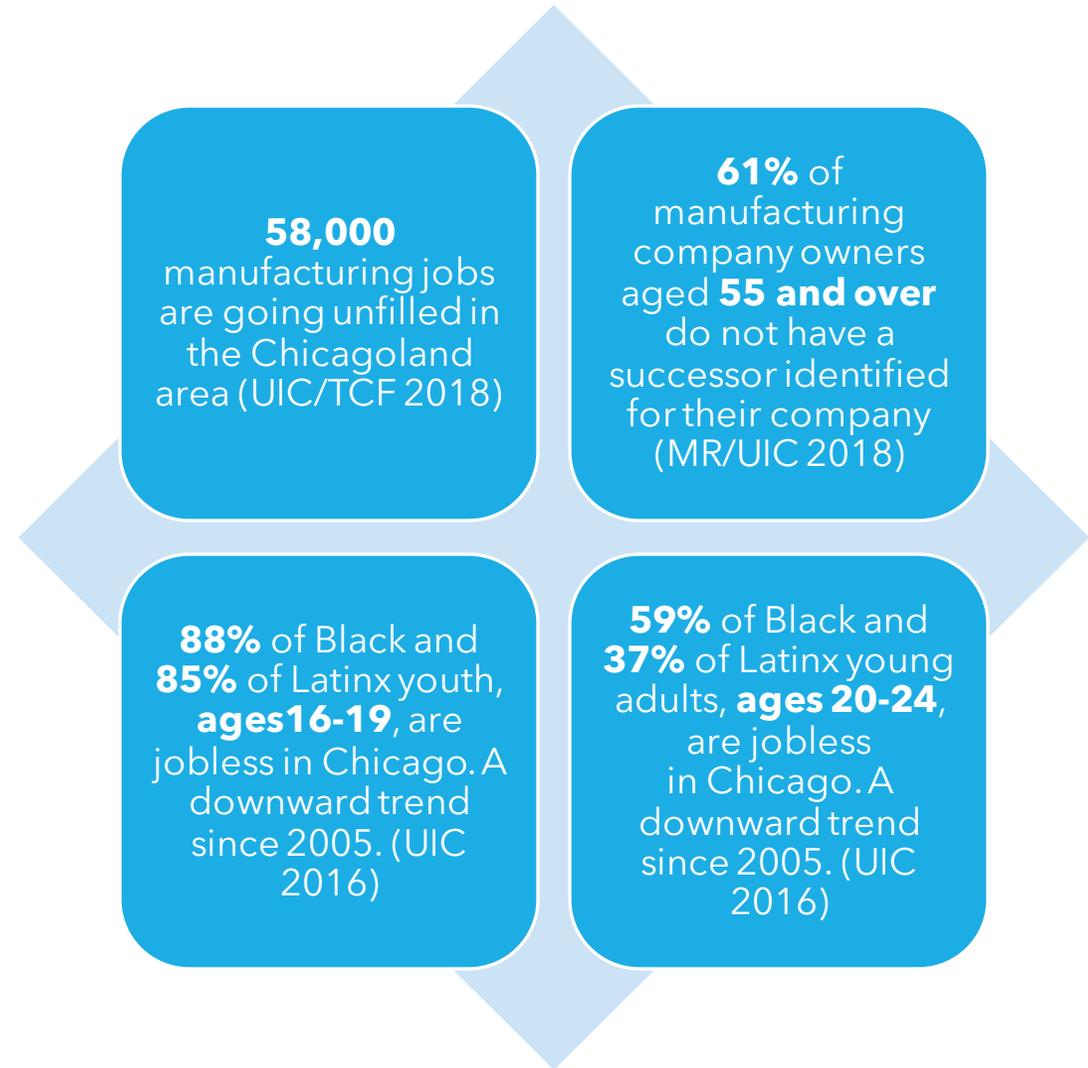


Systemic Racism



Poverty in Black and Brown
Communities

What Conditions Drive MR's Work Today? The Current Paradigm



SUSTAINABLE DEVELOPMENT GOALS

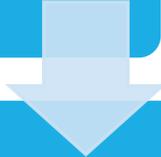


Definition of Sustainable Development

MR has adopted the United Nation's definition of Sustainable Development. While MR only has the capacity to support certain goals through our work, this definition reflects how we share a comprehensive view of what sustainable development ultimately requires. We seek to align ourselves with other partners who share system-oriented goals.

Mission, Vision and Values

MR's mission is to advance sustainable development anchored in manufacturing.



MR envisions thriving communities, companies and social institutions through the expansion of education, training and ownership opportunities in manufacturing.



MR believes our mission and vision will be achieved through valuing and prioritizing social justice, leadership development, innovation in wealth creation, respect for workers, communities and the environment.

MR Achieves Its Mission Through Three Strategies:



THOUGHT
LEADERSHIP



PROTOTYPE
DEVELOPMENT



POLICY ADVOCACY

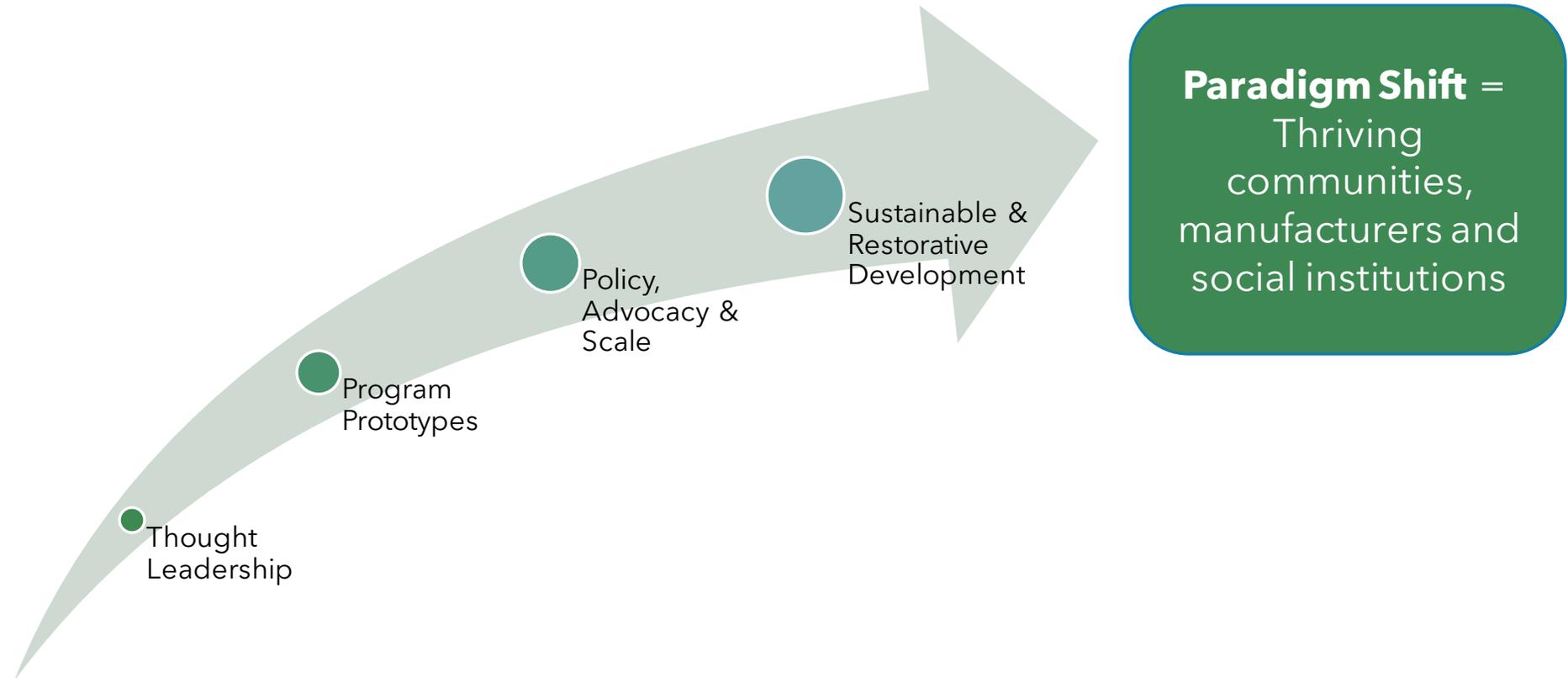
Defining Terms

Thought Leadership: Drawing upon research, international, national and regional best practices, direct field experience, diverse collaborations and partnerships to develop new insights and new applications through programs and policy.

Prototype Development: Implementing projects and programs to develop proofs of concept for new or innovative approaches to community economic development that demonstrate feasibility, identify weaknesses and strengths that inform policies and opportunities for scale and impact.

Policy Advocacy: Informed by field experience, best-practices and lessons learned through prototypes and partnerships to advocate for or advance policies that can scale the programs and practices that can lead to the most impact and transformation in communities.

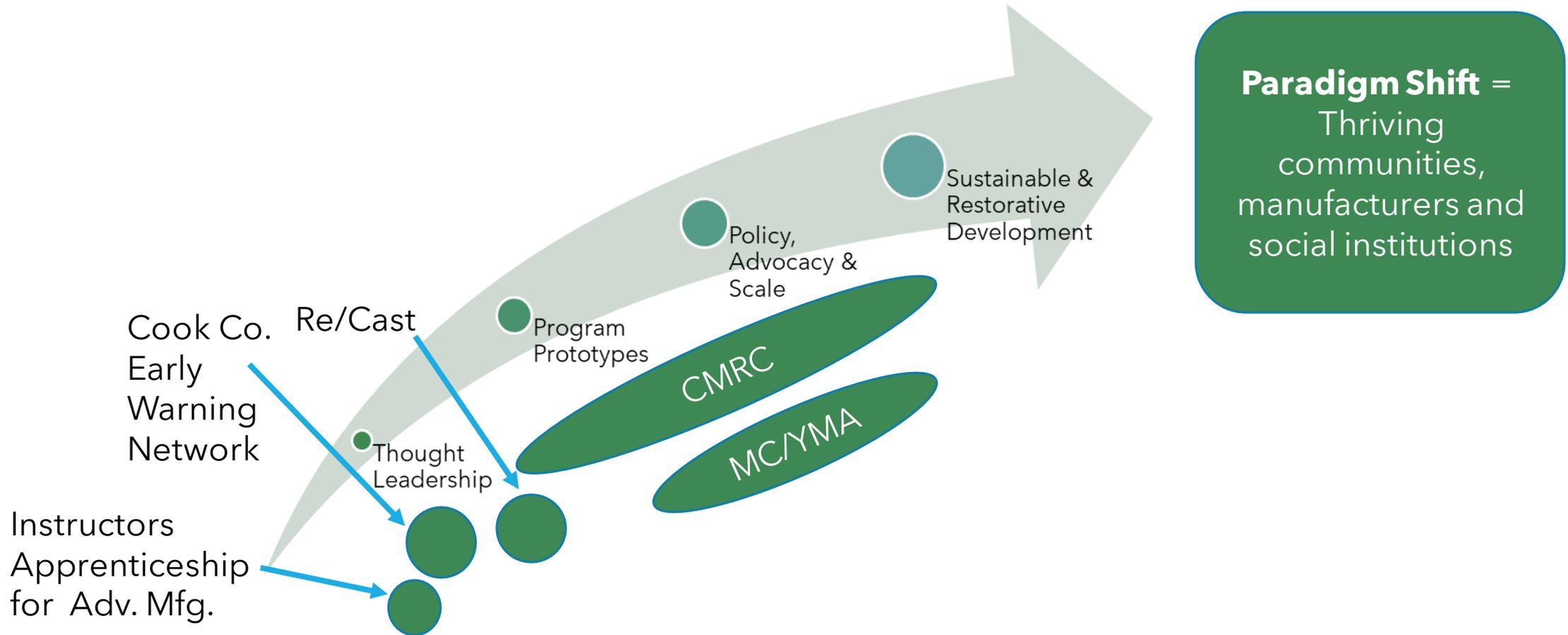
Theory of Change: How Strategies Shape Development Towards A Paradigm Shift



Defining Terms

Paradigm Shift: A fundamental change in the basic concepts and practices of a discipline. A paradigm shift arises when the dominant paradigm is rendered incompatible with new phenomena facilitating the adoption of a new theory or paradigm. (Kuhn, 1962)

Theory of Change: Strategies Inform Development of Programs & Policies



Theory of Change In Action: Prototypes Build an Inclusive Community Development Landscape





MR has a track record of identifying and initiating strategies and programs linked to manufacturing years before similar ideas became accepted or commonplace.



MR is focused on the manufacturing sector, inclusive of all its stakeholders.



MR has a diverse staff representative of communities we serve.



MR works with and through diverse stakeholder partnerships to advance prototypes as tools for community and economic development.



MR has a comprehensive view of community development, aligned with the United Nations Sustainable Development Goals.

What Makes MR Unique, Relevant and Effective?



MR works through tactical and strategic partnerships.



MR recognizes there are both “High Road” and “Low Road” elements in all sectors, the basis of identifying strategic public/private partnerships.



MR is entrepreneurial, comfortable operating in the marketplace and taking risks to advance new ideas.



MR is adept at playing both collaborative and disruptive roles to enact change.

What
Makes MR
Unique,
Relevant
and
Effective?

Defining Terms

Entrepreneurial: “the pursuit of opportunity beyond resources controlled” (Prof. Stevenson, Harvard Business School). MR recognizes the opportunity and means to advance the ideas that can catalyze community development can happen in the marketplace as well as in public and civic domains.

Tactical Partnerships: Engagements with individuals or entities who do not necessarily share MR’s broader values or long-term goals, but who offer opportunity for short-term collaboration that is mutually beneficial.

Strategic Partnerships: Engagements with individuals or entities who do share MR’s broader values and long-term goals offering the opportunity for long-term collaboration and partnership that is mutually beneficial.

High Road: an orientation for development that proposes the highest and best use of our human and material resources and influence, in order to create, rather than merely redistribute, wealth in a sustainable manner. Actors harness the market for efficient, productive and profitable use of all available material, financial, technological and human resources in the creation of an economically and environmentally sustainable social structures.

Low Road: an orientation for development that proposes to prioritize profit, resource, influence and/or labor extraction for short-term or small-scale benefit.

Program Areas

Career Pathway Services: exposing, inspiring and preparing youth to get and keep career-track jobs in manufacturing

- Manufacturing Connect
- Young Manufacturers Association
- Instructors Apprenticeship for Advanced Manufacturing

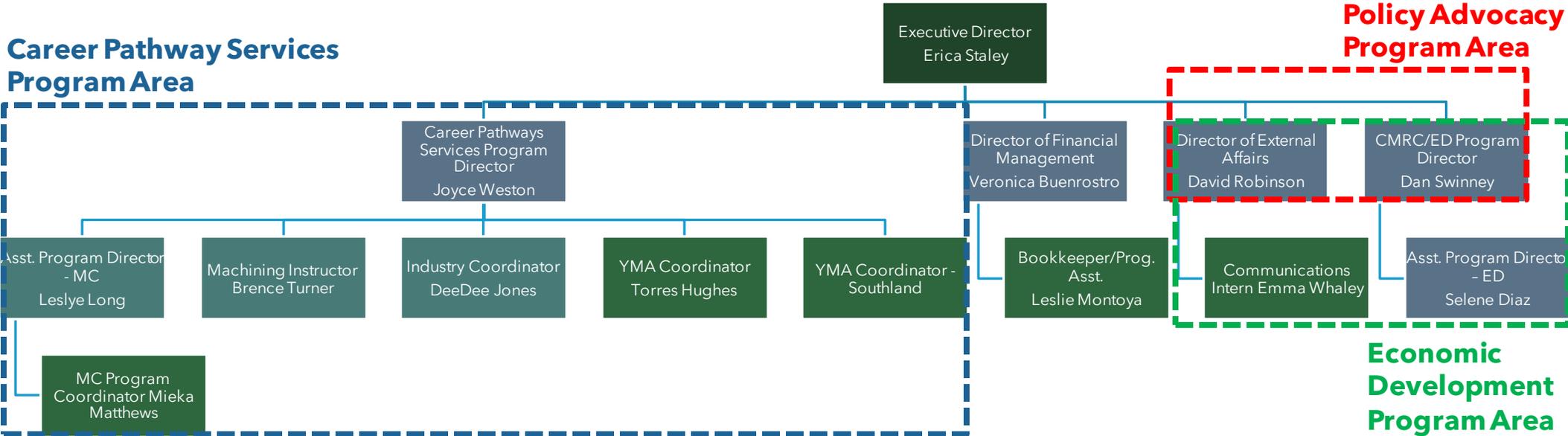
Policy and Advocacy: building a public agenda for manufacturing and its role in community development

- Chicagoland Manufacturing Renaissance Council
- Inclusion and Industry 4.0 Policy Agenda

Economic Development: creating prototypes and new partnerships for community and economic development

- Re/Cast: Advisors in Succession Ownership
- Cook County Early Warning Network

Current Staff Plan FY 21



Capacity Building Priorities

Expand and diversify Board of Directors: Add members who reflect communities and program priorities MR serves and who can contribute to building MR's financial sustainability.

Increase revenue for general operations: Increase fee-for-service revenues, individual donations and membership fees, and grants that allow MR to fully cover strategic operations staff and program development expenses.

Fill development, communications and administration staff positions: MR needs basic capacity to expand fundraising, perform data management, research and evaluation activities, strategic partnership and network building to support organizational and program operations.

Formalize thought leadership functions and operations: Implement consistent program of activities that allow MR to leverage and document our experience and lessons learned to contribute to policy-making, strategic networks, and prototype new program designs.