Manufacturing Renaissance
At-a-Glance

**Core Belief:** We believe that a “high road,” inclusive manufacturing ecosystem is fundamental for healthy individuals, families, and communities.

**Mission:** Advance inclusive sustainable development anchored in manufacturing.

**Vision:** Where MR programs have influence, communities experience tangible increases in racial equity, economic and social inclusion in local wealth creation and sustainable development.

**Guiding Principles:**
1) MR is guided by our [Theory of Change](#) and works through the [Development Model of Organizing](#); 2) We seek to build multi-stakeholder-led collaborations with “High Road” actors including labor, manufacturers and the business community, community-based organizations, the environmental movement, the faith community, and government; 3) We are entrepreneurial and comfortable taking risk to advance new ideas; 4) There are times to collaborate and times to disrupt; 5) We seek consultation and welcome debate and recognize when it’s time to make decisions; 6) We commit to practice anti-racism and believe all peoples have right to opportunity and equitable treatment.
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.
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.


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.

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.
MR History Continued

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-stakeholder-led 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.

In 2021, in partnership with a national coalition of policy leaders, HR 5124 the Manufacturing Reinvestment Corporation Act is introduced in Congress by Rep. Jan Schakowsky inspired by the CMRC program model.

In 2022, in partnership with a national coalition of policy leaders to informed legislative language in the CHIPS and Science Act to more explicitly prioritize communities of color and HBCUs for training, education and research and development under the Act.
What Conditions Drive MR’s Work Today?

The Current Paradigm is a Failing System for Most

- Expanding Inequality
- Systemic Racism
- Poverty in Black and Brown Communities
- Climate Change and Environmental Degradation
What Conditions Drive MR's Work Today?

The Current Paradigm is a Failing System for Most

58,000 manufacturing jobs are going unfilled in the Chicagoland area (UIC/TCF 2018)

61% of manufacturing company owners aged 55 and over do not have a successor identified for their company (MR/UIC 2018)

88% of Black and 85% of Latinx youth, ages 16-19, are jobless in Chicago. A downward trend since 2005. (UIC 2016)

59% of Black and 37% of Latinx young adults, ages 20-24, are jobless in Chicago. A downward trend since 2005. (UIC 2016)
MR Achieves Its Mission Through Three Strategies:

THOUGHT LEADERSHIP

PROTOTYPE DEVELOPMENT

POLICY ADVOCACY AND INFLUENCE
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 and Influence**: Informed by field experience, best-practices and lessons learned through prototypes and partnerships MR seeks to influence leaders and decision makers towards adopting or creating policy language that creates the conditions for expanding more inclusive, equitable manufacturing related development benefiting more low-income, Black and other communities of color.
Theory of Change: How Strategies Shape Development Towards A Paradigm Shift

Paradigm Shift = Thriving communities, manufacturers and social institutions
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: How Strategies Shape Development Towards A Paradigm Shift

Paradigm Shift = Thriving communities, manufacturers and social institutions
Theory of Change In Action: MR’s Prototypes Build an Inclusive Manufacturing Ecosystem

- Instructors Apprenticeship for Advanced Manufacturing
- Young Manufacturers Association (Young adults 18-29)
- Manufacturing Connect (In-School youth 14-18)
- Mfg Ecosystem Services
- Career Pathway Services
- Chicagoland Manufacturing Renaissance Council
- National Federation for a Mfg Renaissance
- Manufacturing Succession Solutions
- Early Warning Network
MR has a track record of identifying and initiating strategies and programs linked to manufacturing years before similar ideas became accepted or commonplace.

MR works through multi-stakeholder led, manufacturing focused coalitions to broaden and diversify the stakeholders needed to expand access, equity and inclusion to wealth-building opportunities in manufacturing.

MR has a diverse staff representative of communities we serve.

MR prioritizes implementation of manufacturing ecosystem and career pathway services, programs and prototypes in low-income, BIPOC communities.

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” actors 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.
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.
Manufacturing Ecosystem: MR modifies the industry-centric version of the “manufacturing ecosystem” from a focus on the industry players who work together to execute market-creating customer and consumer solutions (Accenture Strategy 2/27/20) to a community-centric view that recognizes the interdependence of manufacturers, schools, workforce and social service providers, labor, sustainable development stakeholders, policy-makers and the people who provide talent to drive industry and who come together to solve shared challenges and meet shared objectives toward building thriving regional economies and local communities.

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 and exploitation for short-term or for the benefit of a small group of stakeholders.
A New Working Definition of “Manufacturing Ecosystem”

Network of Manufacturers, Workforce and Tech Asst Providers, Labor

Broader network of Manufacturer Suppliers, Schools, Wrap Around Support Providers, Econ Dev’t Practitioners, Regional/Local Government, Community and Sustainable Dev’t, Stakeholders, Policy makers

Manufacturing Renaissance April 2022
Program Areas

**Career Pathway Services:** expose, inspire and prepare Black, Latino, people of color and low-income youth to get and keep career-track jobs in manufacturing.

- Manufacturing Connect
- Young Manufacturers Association

**Manufacturing Ecosystem Services:** expand the coalitions, technical assistance supports and policies that support manufacturing-related programs that advance scalable, sustainable development.

- Chicagoland Manufacturing Renaissance Council
- Manufacturing Succession Solutions
- National Federation for a Manufacturing Renaissance
MR Organization Chart
by Personnel - Current

Executive Director
Erica Staley

Director of Career Pathway Services
Sarah Mercado

Director of Financial Management
Nate Hoover

Director of External Affairs
David Robinson

Director Strategic Initiatives
Dan Swinney

Program Coordinator
Richard Smith

Program Coordinator
Keano Smith

Office Manager/Bookkeeper
Rose Mojica

Program Coordinator TBD

Senior Machining Instructor
Brence Turner

Senior Industry Coordinator
DeeDee Jones

Senior Program Coordinator
Mieka Matthews

NIMS Instructor TBD

13 full-time

1. Program Asst Positions: Entry Level, Project Assistant
2. Coordinator/Manager: Intermediate, Project Management Level
3. Senior/Specialist Positions: Specialized Experience and/or Advanced Project Management Level
4. Director = Advanced Program Management Level
5. Executive Director
MR Organization Chart by Function

Oversight, Visioning, Optimal Operations

- Finances & Resource Management
  - Money, Offices, Technology
    - Nate, Rose, Erica
  - Foundations, Govt Agencies, Ind. Donors, Grants Management
    - Erica, Nate, Dan, David, Sarah
- Manage & Develop Funder Relationships
- Manage & Develop Strategic Partnerships
  - Advisory Activities, Fee-for-Service Lead Development
    - Erica, Dan, David
  - MC & YMA
    - Sarah, Brence, Dee, Mieka, Keana, Richard
  - National Federation for a Mfg Ren
    - Dan, David, Erica
  - CMRC & MSS
    - Erica, David, Dan
- Program and Service Delivery