

# Structure and Governance of a NCCEW: Consensus points

- Build cross-constituency partnerships
  - Government, industry, unions, educators/trainers, certifiers, researchers

- Not based in a single existing institution

- *“Avoid capture by any one institutional player. The players need enough self-interest to stay engaged, but without capturing. Workforce development is a fragmented world. No player has all of the pieces you want.”* - Rick McGahey, Ford Foundation
- Small decision-making board, large advisory board

- Networked, multi-locational structure

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# California or National Focus?

- California focus?
  - Easier, sure to meet CA needs which are sizeable
  - Adequate scale, substantial resources
  - But the problems and many solutions are national
- National/Multi-state potential?
  - Substantial experience/capacity in other states, and real need to work in collaboration with Federal agencies
  - Greater national influence, resources
  - But would take more time, consultation; complex politics

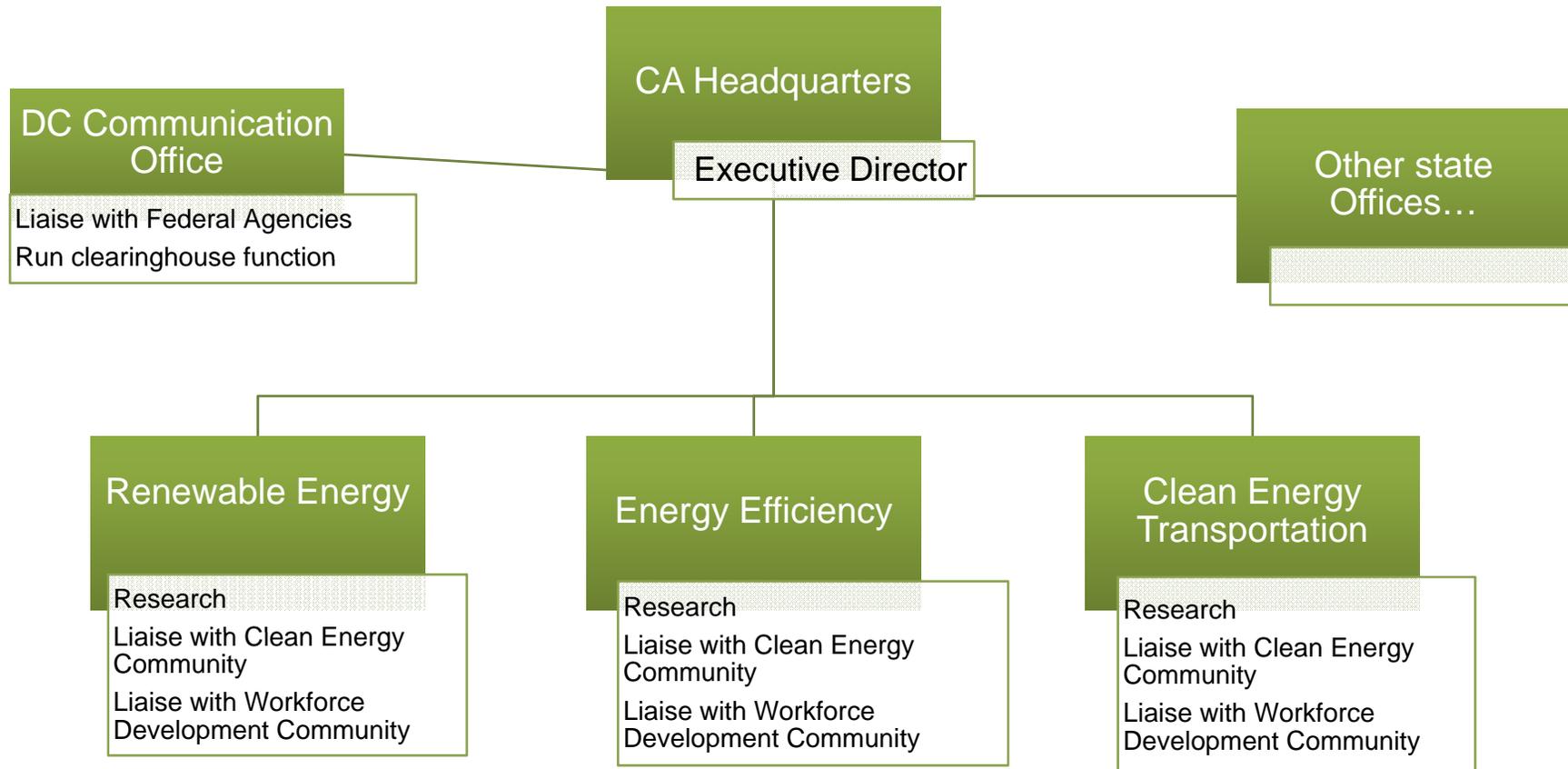


# Structure: A path forward

- Launch quickly with CA HQ and small DC communications office
  - Expand to other state offices in years 2 & 3
- Launch within existing institutional home → become independent ASAP
  - Demonstrated expertise and trust with both the energy industry and workforce development practitioners
  - Work in all three sub-sectors of focus (renewable energy, energy efficiency, and clean energy transportation).
  - Demonstrated experience in convening industry-labor-educational sector partnerships and designing and implementing workforce development and training programs
  - Demonstrated record in working with students and workers from low-income communities
  - Strong networks of relationships nationally, including in California.



# Possible NCCEW Structure



## Governance options

- Small initial board of directors
  - Key CA and National agency representation
- Initial responsibility of working with ED to build independent organization and expand governing board
  - Clean energy community
  - Workforce development community
- Build broader stakeholder advisory committee

