

New Pathways for Youth

Prospective Board Member Handbook



Dear Prospective Board Member,

Thank you for your interest in New Pathways for Youth. For 35 years, our organization has been led by an independent, dedicated, and compassionate Board of Directors. These leaders have been committed to our founding mission of providing opportunities for youth in central Phoenix who are facing poverty and adversity.

As board members, we rely on your expertise, on your advocacy, and on your passion for our work. Because our mentoring program is centered on volunteers, we rely on strong connections in our community to share the opportunity to mentor teens and participate in our personal development curriculum. Because our nonprofit depends on philanthropy, we rely on intentional partnerships with donors and funders to sustain and build our resources so we can serve more youth and families. Because our program requires targeted goals, we rely on the wisdom and experience of community leaders to guide our strategic and fiduciary plans.

In return, our board offers unique opportunities to make a difference in the lives of young people while expanding your own professional skills. You will see and experience firsthand the transformational impact we can make when a teen discovers the joy and purpose inside of themselves. You will build personal connections with fellow board members, who are driven by the desire to bring healing and change for our community. You will benefit from the chance to work alongside industry and thought leaders, while developing your skills in finance, fund development, and governance.

Joining a nonprofit board requires a commitment of time, talent, and treasure. At New Pathways for Youth, we reward those contributions with important learnings, impactful relationships, and life-changing experiences. Thank you for considering this opportunity and discovering the possibilities of becoming a board member at New Pathways for Youth.

Sincerely,

*Karen Johnson, Ph.D.
President & CEO*



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Overview

Our Mission

Transforming the lives of youth by providing the **support, stability,** and **skills** they need to flourish in the community and in their families.

Our Purpose

Every young person can live their life with **joy** and **purpose**, confident in their ability to decide their own path.



In the communities we serve, young people experience poverty and three times the adversity of their peers. Beyond the instability and insecurity that makes it difficult to meet their most basic needs, these youth experience social, emotional, and cognitive obstacles that bar them from living the joyful, purposeful life that every young person deserves.

At New Pathways for Youth, we are changing that. We are building a future where every young person can live their life with joy and purpose, confident in their ability to decide their own path.

To make it happen, **we provide 1:1 mentoring with a dedicated adult and a proven program for personal growth,** including tailored goal setting and connection to vital resources, all within a supportive peer group. In doing so, we're transforming the lives of youth by providing the support, stability, and skills they and their families need to flourish.

Our holistic, research-based program is proven to generate remarkable outcomes for the youth we serve, **from improved mental health and personal wellness to academic success and greater high school graduation rates.** We give them the tools and resources to not only achieve safe, healthy lives, but find fulfilling career paths, seize new opportunities, and enhance their relationships with their families, peers, and all those around them.

When our youth experience the support and personal development that our program offers, they feel unstoppable, and that spirit extends beyond the self to impact their family, community, and the world around them.

View our [annual impact report](#) and [latest financial audit](#) to learn more. These documents are updated annually.



The Youth We Serve



We serve youth ages 13 to 17 and support them until age 21, recognizing the critical need for guidance during the transition after high school, especially since all our participants live below the poverty line and face significant challenges. Unlike most programs, Level Up exclusively supports youth who have experienced three times the adversity of their peers, with the majority being BIPOC, Hispanic or Latino, and often from low-income neighborhoods in Phoenix.

Ages 13-21

Extreme Poverty

<\$24,000 household income

Low-Income, High-Need Neighborhoods

94% BIPOC

63% Hispanic or Latino

30% identify as LGBTQ+

3 or more Adverse Childhood Experiences (ACE's)



Meet Nayeli,

her story is one of resilience, growth, and success. Over four years ago, Nayeli was matched with her mentor and began her journey with Level Up. Together, they worked through our curriculum, community activities, and countless conversations, building life skills and confidence along the way. **Nayeli not only graduated high school as a first-generation student but also found her passion for psychology and her purpose in breaking the cycle of generational poverty and trauma in her community.**

Today, Nayeli is pursuing a degree in psychology. She's using what she's learned—about communication, relationships, and cultural understanding—to better herself, her family, and her community. Nayeli says it best:

“The support from New Pathways for Youth and my mentor helped me be confident, showed me my worth, and pushed me to be the best possible version of myself. These skills will remain in my toolbox for the rest of my life.”



LEVEL UP



Level Up is our signature program that provides 1:1 mentoring with a dedicated adult and a proven program for personal growth, including tailored goal setting and connection to vital resources.

Because community is a well-understood intervention for trauma, we plan community outings and personal development Power Ups that bring our youth, mentors, and staff together every month. Level Up provides hands-on experiences in workforce development, college exploration, and career-building skills that equip youth for a successful future.



LEVEL UP ACADEMY

In 2023, we brought our curriculum into high school classrooms through Level Up Academy (LUA). This 10-week course is designed to help students develop the skills and mindsets they need to succeed in high school and beyond.

Discussions are facilitated by our experienced instructors who provide guidance and support. In addition to the instructor, volunteer mentors support the students as they learn new skills.



New Pathways for Youth

Guiding Principles

RELATIONSHIPS

Relationships create possibilities and opportunities. We nurture relationships with our youth, mentors, partners, colleagues and each other for the advancement of good.

RESPONSIBILITY

We are entrusted to create good for our community. We honor ourselves as our word and are accountable for decisions and results.

WELL-BEING

When all people have the knowledge and skills to rise, entire communities are lifted. We care about and promote the safety, health and equality of those we serve, including ourselves, youth, mentors, and stakeholders.



INCLUSION

We treat everyone with respect and dignity. We build community by listening for possibility and including diverse perspectives, ideas, knowledge, and people.



INTEGRITY

We model the teachings of our program. We act with honesty, care, commitment, and courage for our mission and community.

INTENTIONALITY

We are disciplined in our pursuit of results so that all youth can be their best selves. We focus our energies and resources to strategies and relationships that have the greatest impact.

IMPACT

Transforming lives is our purpose. We learn and apply research, data, and experience to reach intended short and long-term results for our youth and mentors.



PURPOSE

We believe everyone has assets to share. By sharing, advancing and challenging our ideas, talents and skills, we guide innovation and the creation of more good.

Our History



1989

First 10-day program for teens

2006-2012

Teen and after school programs expand

2013

Program integration to current curriculum model

2018

Board strategic plan to focus on deepening impact



2020

Completion of capital project and move to Jefferson St.

2023

Level Up Academy school-based program created

2024

NPFY celebrates 35 years of impact for Phoenix youth

2025

Board adopts new strategic plan for continued growth

Growth Strategies

The following growth strategies outline our approach to **growing total youth served** and **prioritizing programmatic participation of 13 year-olds**.



Grow Mentor Pipeline

Increase the diversity and total number of committed mentors, recognizing that our mentor pipeline is the single strongest strategy for driving growth of our core program.



Expand Partnerships

Design mutually beneficial collaborations with corporations, community-based organizations, schools, and other partners that fuel our programmatic growth, while maintaining internal efficiency.



Increase Middle School Participation

Engage middle school students in programming to maximize the participation of youth who are primed for maximum programmatic support

Annual Events

Stories of Transformation

Witness Transformation Firsthand

At our annual Stories of Transformation breakfast in the spring, **we celebrate the profound impact of storytelling by sharing real, recent, and inspiring stories from our youth and mentor matches.** These stories highlight significant improvement in relationships, academic achievements, and the newfound dreams and aspirations our youth now believe are within their reach. This event is a testament to how your support fosters confidence and purpose in their lives.

With the participation of over 500 community partners and leaders from across the Valley, all dedicated to uplifting Phoenix youth and families, we acknowledge that these transformations are made possible by the generosity and commitment of our community.



Champions of Transformation

An Incredible Night of Celebration

Every fall, we celebrate the people who have supported our organization. Leaders from local businesses, community organizations, and government gather to recognize the champions of our mission. Our long-time believers and investors who are members of the Transformation Society are also highlighted for their commitment to our youth and mentors.



Leadership Team



Karen Johnson
President & CEO



Mark Teetor
Senior Vice President of
Finance & Operations



Scott Smith
Vice President of
Philanthropy & Strategy



Vanesa Contreras Rodriguez
Vice President of Programs
& Impact



Mark Garcia
Director of Training
& Curriculum



Farrah Fiegner
Vice President of
Community Outreach



Julio Saran
Director of Level Up



Trish Anderson
Director of People
& Culture



Sarah Parker
Director of Executive
Engagement

Board of Directors



Chair
Josh Shade
U.S. Bank
Fund Development



Vice Chair
Adaliz Gimenez
Bell Bank
Program



Treasurer
Nicholas Velasquez
Cox Communications
Finance



Secretary
Mariela Jurado
Sigma
Program



Hector Arevalo
Dept. of Justice
Governance



Streator Bates
Snell & Wilmer LLP
Governance



Richard Chazal
Suntec Concrete
Program



Preon Evans
Cartier
Fund Development



Kelly Geary
The Middle League
Fund Development



Mindy Gordon
Community Volunteer
Fund Development



Joseph Hourigan
Hourigan Law
Governance



Julie Johnson
Colliers Int.
Governance



Jeanne Koss
Wells Fargo
Fund Development



Chris Lamon
The Opus Group
Finance



CJ Miller
Sensible Money
Finance



Allen Plunkett
Phoenix Staff
Fund Development



Anuya Sheorey
XNRGY Climate Solutions
Program



Cathy Teeter
CBRE
Governance



Jay Twitchell
Arizona Public Service
Finance



Laura Wallace
Community Volunteer
Program



Brock Yates
Baker Tilly Advisory Group
Fund Development

Board Member Expectations

As a best practice and consistent with our lifecycle, our board is a governing and fundraising board. The Board's paramount responsibility is to pursue and attain the stated mission and to ensure the long-term welfare of the overall organization. All board members sign annual forms to identify any conflicts of interest, acknowledge the whistleblower policy, and reaffirm their engagement commitment.

Supporting NPFY, Fundraising, and Mentor Recruitment

- Members serve at least one 3-year term, but no more than three consecutive terms
- A 1-year break is required before serving additional terms
- Know the organization (mission, programs, needs)
- Serve as advocates and ambassadors of the organization
- Attend board and committee meetings
- Participate in at least one committee
- Leverage connections to achieve mission
- Give a meaningful annual donation
- Maintain confidentiality
- Share NPFY news with personal networks on social media
- Invite network to signature annual events (spring breakfast and fall reception)
- Promote giving opportunities (like AZ Gives Day, Giving Tuesday, Tax Credit Program)
- Encourage corporate annual sponsorship
- Invite NPFY to present on mentoring at your company or networking events
- Wear NPFY branded gear

Board and Committee Meetings

Board Meetings (X)

Oversees program strategy and education on programmatic work at NPFY. Meets via Zoom: 1st Thursday of Feb, Apr, Jun, Aug, Oct, Dec, from 3:30 to 5:00pm

Program Committee (X)

Oversees program strategy and education on programmatic work at NPFY. Meets via Zoom: 1st Thursday of Feb, Apr, Jun, Aug, Oct, Dec, from 3:30 to 5:00pm

Governance Committee (X)

Oversees program strategy and education on programmatic work at NPFY. Meets via Zoom: 1st Thursday of Feb, Apr, Jun, Aug, Oct, Dec, from 3:30 to 5:00pm

Fund Development Committee (X)

Oversees and drives revenue strategies. Meets via Zoom: 3rd Tuesday monthly.

Finance Committee (X)

Oversees and plans fiscal operations. Meets via Zoom: 3rd Wednesday monthly.

Sun.	Mon.	Tues.	Weds.	Thurs.	Fri.	Sat.
				X		
		X				
		X	X			
		X				

Please note:

Calendar reflects normal meeting schedule, but dates and times are subject to change.

Board Recruitment and Onboarding Process



The New Pathways for Youth Board of Directors can have no less than seven and no more than twenty-three members. The recruitment process is ongoing and is a major focus of the Governance Committee. Recommendations for potential board candidates can come from members of the NPFY board, staff, volunteers, or the community. The NPFY Executive Team gathers demographical details, areas of expertise, experience and connections data on board members. This data helps to identify the skills and professional experiences needed to ensure the board of directors is a diverse group of community members.

Regular updates on the cultivation of potential board members are provided at each committee meeting. The Governance Committee then determines which candidates should be sent to the full board for consideration and the final vote. Once candidates have been vetted by the committee, they submit a resume and application to be reviewed and voted on at the board meeting.

New board members are onboarded through the NPFY Executive Communications Manager (ECM), who serves as the liaison for the board. The ECM conducts systems and process training and adds new members to all relevant meetings. New members also receive training and ongoing guidance from the NPFY Philanthropy team to assist with outreach and donor conversations. Prior to the first board meeting, new members attend an orientation session which is hosted by the NPFY leadership team and officers of the board and governance committee. The ECM provides ongoing support and training throughout the term(s) of all board members.



For questions, please contact our
Director of Executive Engagement, **Sarah Parker.**

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