



SOURCE Service Scholars Program Information & Projects 2025-2026

SOURCE is excited to announce the fourteenth year of the **SOURCE Service Scholars (SSS) Program**. SSS is a unique opportunity for students to make a long-term, justice-focused commitment to a Baltimore community-based organization (CBO) that is a SOURCE partner while receiving a \$1,875 stipend. Scholars will receive training and guidance from SOURCE staff covering the following: **critical service-learning theories and practices, interprofessional collaboration and leadership, project and volunteer management, and delivering and reporting outcomes**. Additionally, Scholars will engage in reflective practice throughout the program. This training will be delivered through required *SOURCE Service Academy* seminar sessions as well as one-on-one consultations with SOURCE staff. *This opportunity is open to any student enrolled full-time in the Johns Hopkins University Schools of Public Health, Nursing, and Medicine (MD seeking only) throughout the 2025-2026 academic year who has an interest in long-term service and community-based professional development.*

SOURCE is now accepting applications for the 2025-2026 SSS cohort!

Applications are due by Monday, June 23rd at 11:59pm

How to Apply:

SSS Projects have already been identified with SOURCE community partners. Applicants should review all projects online (listed below) and rank up their 1st and 2nd choices of interest only. Applications will be reviewed, and top candidates for each project will be invited to interviews. To access the online application form, click [HERE](#)

SSS Commitments – please review carefully.

- **Service Hour Requirement:** Commitment to **at least 125 service hours** with the partner organization over the course of the academic year, including regular check-in meetings with their CBO contact. This translates to approximately 4-5 hours/week.
- **Summer Assignments:** Scholars are assigned readings, online training modules, and reflection exercises throughout the summer in preparation for their direct placement with community partners, that begins officially in September. Scholars are required to complete all readings, modules, and reflections by dates indicated throughout the summer.
- **SOURCE Staff Advisor Meetings:** Scholars must meet with their assigned SOURCE Advisor on a regular basis to discuss personal reflections, project activities and progress, and general experiences related to the service collaboration (Advising meetings begin after the completion of summer assignments and will be scheduled quarterly in August-September, December-January, March-April).
- **Scholar Reports:** Scholars are required to complete at least two written progress reports, i.e. collaborative project workplans throughout the course of their service year. The first workplan is due in October/November and the second workplan due February/March.
- **SOURCE Service Academy:** Through a series of seminars and personal learning activities, the SOURCE Service Academy will train Scholars in service project management, including successful recruitment, management, and retention of volunteers, principles of academic-community partnership, critical service-learning pedagogy, and leadership for social change. Scholars will also be required to complete a variety of readings and assignments as part of the service academy. ***All Academy session dates are MANDATORY.***
- **Volunteer Recruitment:** Each Scholar is required to recruit **at least four additional JHU health professional students** to collaborate on the designated project throughout the year. The Scholar will act as the team leader and will implement volunteer management skills and critical service-learning pedagogy knowledge gained during Service Academy sessions.
- **Final Presentations:** Scholars are required to present their projects and progress through a poster at the Year-End Celebration (*April or May 2026*)



SSS Academy Sessions:

Mandatory SSS Academy sessions are typically held on Tuesdays - mid-month, but exact dates are to be determined. Sessions last approximately 2-3 hours in length.

SSS Benefits:

- **\$1,875 stipend** to be disbursed upon successful completion of SSS Program requirements and service hours tracked and completed.
- Practical experience in critical service-learning theories and practices, interprofessional collaboration and leadership, project and volunteer management, and delivery and reporting on outcomes.
- Valuable professional development experience through the SOURCE Service Academy and mentorship with SOURCE Staff Advisors and CBO preceptors.
- Community-based practical experience focused on deepening health equity and social justice lens.

SSS Application:

- Open to all students from the Johns Hopkins University Schools of Public Health, Nursing, and Medicine who will be enrolled full-time for the duration of the 2025 - 2026 academic year.
- Applications must be completed by **Monday, June 23rd at 11:59pm**. Students will complete an online application form and must attach their resume to the form. To access the application form, click [HERE](#). Applicants should thoroughly review projects (listed below) and rank their **top 2 projects** within the form.
- An internal admissions team will review applications and will select the top 3 students to interview per community-based project. Applicants will be notified **on or before Tuesday, July 1st** regarding the status of their application and invitation to move to the interview round. Individuals will be instructed to immediately schedule virtual, phone or in-person interview sessions with select CBO Preceptors for their potential service placement.
- Interviews should take place between **July 7th – July 25th**.
- Final matching of projects will be completed **early August 2025**.

2025-2026 SSS Community-based organization (CBO) Projects

1. B'More for Healthy Babies
2. FreeState Justice
3. Goodwill Excel Center
4. HeartSmiles
5. HEBAC Yo Baltimore East
6. Intersection of Change
7. MERIT
8. MissionFit
9. NextOneUp
10. Baltimore Squashwise



B'more for Healthy Babies

Location: 1001 E. Fayette St, Baltimore, MD 21202

<https://healthybabiesbaltimore.com>

Organization Mission:

B'more for Healthy Babies (BHB) is a Baltimore City initiative led by the Baltimore City Health Department, with support from Family League of Baltimore and HealthCare Access Maryland. BHB brings together communities, organizations, and resources so that every baby might have the best start possible. We envision a future where all of Baltimore's babies are born at a healthy weight, full term, and ready to thrive in healthy families and communities.

Project Title & Description:

Creating “Dyad-Friendly Spaces” in Behavioral Health Treatment Settings to Support Parent Engagement

B'more for Healthy Babies (BHB) seeks support to develop and implement a pilot project establishing young child/dyad-friendly spaces at 2-3 behavioral health treatment locations in Baltimore City. By dyad, we mean a pair consisting of a primary caregiver, who is the patient, and their dependent(s) ages 4 and under. By space, we mean a location where the patient-caregiver remains primarily responsible for the child's care (i.e. not a daycare/drop-off service). In pursuing the creation of dyad-friendly spaces in treatment facilities, we hope to decrease the barriers to treatment experienced by parents of young children. This effort was identified during overdose prevention strategic planning by BHB's Prenatal/Postpartum Behavioral Health Network (PPBHN). Implementation of the strategic plan will be led by the “Prenatal to 3 Behavioral Health unit” at the Baltimore City Health Department Bureau of Maternal and Child Health. We envision three phases to this pilot project: Phase 1: FORMATIVE RESEARCH (Aug - Oct 2025) • Research best practices and existing toolkits/resources for improving child/dyad-friendliness of medical/treatment spaces • Identify 2-3 behavioral health treatment locations in Baltimore City that frequently serve parents of young children (0-4 years) with interest in improving child-friendliness of their treatment space • Develop basic evaluation tool(s) assessing both staff and patients' perception of the treatment center environment, engagement based on parenting status, barriers to bringing children on site, quality of care, etc. • Seek Institutional Review Board (IRB) waiver or approval Phase 2: PROJECT PLANNING (Nov - Dec 2025) • Conduct pre-implementation survey to assess baseline perceptions of treatment environment and its impact on patient engagement • Partner with identified treatment sites to develop specific plan for changes to their physical environment to improve child-friendliness. Plans will be tailored based on organization capacity, client needs, and resources identified in Phase 1, but may include painting, childproofing, addition of child-focused activities/toys, etc. Phase 3: PROJECT IMPLEMENTATION & EVALUATION (Jan - May 2026) • Procure resources needed to implement site-specific plans • Recruit and mobilize volunteers and implement plan for environmental changes • Monitor and adapt at each site as needed • Conduct post-implementation survey to assess perceptions of treatment environment and patient engagement • Help prepare a sustainability plan, including possibilities for future surveys to assess longer-term impact

Service Format & Transportation Needs:

- **Hybrid** (blended on-site and virtual).
- Once project site(s) are selected, more time will be spent at their location(s). Scholar will visit potential sites throughout the City. While most sites are accessible by public transit, that mode of transport may add substantial travel time. Moreover, the Scholar will need to transport items – both small and bulky – so having access to a personal vehicle is highly suggested.



CBO Orientation & Additional Requirements

The Scholar will be availed of B'more for Healthy Babies' (BHB) vision, values, and unique approach to social justice work in Baltimore in their day-to-day exposure as part of the initiative. BHB is a Citywide strategy that leverages the collaboration of over 100 partner organizations and multiple-hundreds of participants and other stakeholders. The scholar will be invited and encouraged to attend a variety of BHB meetings and events to witness (and participate in) the intentional ways we look at data, share information, and provide services. Moreover, the Scholar's regular check-ins with their preceptor will include time for reflection on how our values and commitments to social justice and anti-racism are [or are not] being reflected in the SSS project and in our work in general.

Additional Requirements: Background check and signed confidentiality form. Scholar may be required to complete standard, online trainings on privacy and confidentiality.

Student Leader Responsibilities:

Research, compile, and present information about any best practices and existing toolkits/resources for improving child/dyad-friendliness of medical/treatment spaces • Conduct site visits with potential behavioral health program partners • Identify 2-3 appropriate behavioral health treatment locations for the pilot • Assist in development of pre-, post-, and longer-term evaluation tool(s) assessing both staff and patients' perceptions • Write IRB proposal and follow through until waiver or approval is granted. (Note: BCHD uses the JHSPH IRB for its projects, under PI Darcy Phelan-Emrick.) • Conduct pre-implementation survey to assess baseline perceptions of treatment environment and its impact on patient engagement • Partner with identified treatment sites to develop specific plan for changes to their physical environment to improve child/dyad-friendliness. Plans will be tailored based on organization capacity, client needs, and resources, but may include painting, childproofing, addition of child-focused activities/toys, etc. • Procure resources needed to implement site-specific plans. May include designing and implementing a fundraiser or supply drive, or applying for a small grant, to cover project costs. • Recruit, mobilize, and lead volunteers both in training and on site • Implement the plan for environmental changes at each site • Monitor and adapt at each site as needed • Conduct post-implementation survey to assess perceptions of treatment environment and patient engagement • Analyze pre- and post-implementation survey results • Help prepare a sustainability plan, including possibilities for future surveys to assess longer-term impact • By the end of the school year, present about process and findings to BHB stakeholders, and write and submit a summary report.

Proposed Deliverables/Outcomes:

The Scholar will support the development and implementation of a pilot project to create child/dyad-friendly spaces in behavioral health treatment centers across Baltimore. Key outcomes include researching best practices, identifying 2–3 partner sites, developing and administering pre- and post-implementation surveys, and drafting an IRB proposal. The Scholar will also co-develop tailored implementation plans with each site, lead efforts to procure needed materials through fundraising or supply drives, and recruit and manage volunteers to help transform the spaces. Additional deliverables include analyzing survey data, contributing to a sustainability plan, and presenting project outcomes in a final report and stakeholder presentation.



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Additional Volunteer Opportunities:

The Scholar will be largely responsible for volunteer recruitment and training, with guidance from their preceptor, other BHB team members, and personnel at behavioral health treatment sites.

- Organizing a fundraiser and/or supply drive to procure products for “tot-ifying” spaces (e.g., anything needed for painting; books and toys; seating; safety items; cleaning products)
- Providing the labor needed to change/create the child-friendly spaces (e.g., cleaning; packing; decorating)



FreeState Justice

Location: 2601 N Howard Street, Suite 120

<https://www.freestate-justice.org>

Organization Mission:

FreeState Justice (FSJ) is Maryland's oldest and leading statewide legal services nonprofit working to improve the lives of Lesbian, Gay, Bisexual, Transgender, and Queer (LGBTQ+) Marylanders. Through a combination of pro bono legal services, policy advocacy, and community education, we hope to create a truly inclusive Maryland for all. FSJ has remained committed to decriminalizing HIV in Maryland. Now that the Carlton R. Smith Act has passed and will go into effect on October 1, 2025, we are planning a project to raise awareness for individuals affected by this harmful legislation who may become eligible for expungement.

Project Title & Description:

HIV Decriminalization Expungement Awareness Campaign

In light of the Carlton R. Smith Act's enactment, this project will engage a team of volunteers led by a SOURCE Service Scholar in designing and leading a public awareness campaign focused on HIV decriminalization and identifying opportunities for expungement related to outdated laws criminalizing HIV. This law, taking effect on October 1, 2025, will present the opportunity for those previously affected by this legislation to have their records expunged for offenses related to the transfer of HIV. This project will work complementary to FSJ's focus areas of pro bono legal services, policy advocacy, and community education. The project Scholar and volunteers will have the opportunity to collaborate with FSJ staff to facilitate outreach events including community forums, tabling, and legal clinics providing opportunities for expungement. The project will begin with research to identify the individuals and communities affected by this harmful legislation and may include collaboration with other organizations in the field and the Public Defender's Office to share resources related to affected communities. The Scholar will then work to design a social media and public awareness campaign to reach those affected, developing educational materials to promote awareness surrounding HIV decriminalization and potential expungement. This initiative will expand critical access to justice for communities who have been targeted by harmful, bias-motivated legislation by promoting a vital opportunity for expungement. Such action will support a critical area of transformative justice, expanding access to employment, housing, and educational opportunities necessary for economic mobility and combatting societal stigma.

Service Format & Transportation Needs:

- **Hybrid** (blended on-site and virtual).
- In-office schedule will be based on scholar's location and transportation options. Remote schedule is available if needed.

CBO Orientation & Additional Requirements

FSJ will orient and guide Scholars through an orientation process that highlights our commitment to empowering the LGBTQ+ community through legal services, policy advocacy, and community education. Prior to starting the project, we will provide an orientation for Scholars that covers FSJ's history in Baltimore serving the LGBTQ+ community and our work advocating for HIV decriminalization. This will emphasize intersectionality and understanding how systemic inequality continues to impact the LGBTQ+ community,



especially for LGBTQ+ racial and economic minorities. Through the duration of the project, FSJ will provide continuous mentorship and opportunities for reflection and feedback to support Scholars in ensuring their work aligns with the core values of mutual exchange, community empowerment, and advancement of equitable treatment.

Student Leader Responsibilities:

The scholar will research the individuals/communities affected by prior laws criminalizing HIV to identify those who may be eligible for expungement. This research may include filing Freedom of Information Act/Public Information Act requests and collaborating with separate institutions such as the Public Defender's Office. The scholar will create an accessible social media campaign targeting those affected to raise awareness about the new law decriminalizing HIV and promote potential opportunities for expungement. The scholar will identify opportunities to plan and lead community outreach events to reach community members who may be affected by this legislation. The scholar will work with FSJ staff and project volunteers to coordinate such targeted events, which will include community forums/meetings, tabling events, and legal clinics. The scholar will identify opportunities to build partnerships with local organizations and providers, such as pro bono attorneys, to assist with legal clinics and expungement efforts. The scholar may facilitate educational outreach events and discussions with the support of FSJ staff.

Proposed Deliverables/Outcomes:

Success would be measured by the number of clients reached by this project who have been charged with this particular law. If we can reach 20% of the 120 clients, that would be on par with general expungement rates; any higher would be exceptional. The social media campaign can be measured based on the number of posts created, as impressions are hard to judge based on whether the constituency likes or shares a particular post.

Additional Volunteer Opportunities:

Volunteers may support social media campaign efforts such as drafting social media posts and contributing to potential phone banking and letter writing efforts. Volunteers may assist the Scholar in efforts to collaborate with institutions such as the Public Defender's Office to obtain information on the communities affected by past legislation. Volunteers may support planning efforts for outreach events led by the Scholar, such as awareness events and clinics for expungement, in coordination with FSJ legal staff. Volunteers may assist with efforts to connect and collaborate with additional pro bono attorneys to lead expungement clinic efforts. Scholar may train volunteers following the orientation provided by FSJ to orient volunteers to FSJ's mission and approach to social justice. FSJ can facilitate further orientation and training as needed or requested for targeted efforts and outreach events.



Goodwill Excel Center

Location: 222 E. Redwood St. Baltimore, MD

<https://excelcentermd.org/>

Organization Mission:

The mission of The Excel Center is to provide adults, 21 years of age and older, the opportunity and support to earn a high school diploma and begin post-secondary education while developing career paths in sectors of the local economy that offer better-than-average employment and growth opportunities. The Excel Center “meets students where they are” by providing a flexible structure and supportive relationships to help them manage work, life, and family as they achieve their educational goals.

Project Title & Description:

Graduate Survey

The Goodwill Excel Center is a unique, tuition-free adult high school that awards both high school diplomas and industry-recognized certifications to adult learners in the Baltimore area. This project aims to develop a meaningful graduate survey to evaluate the impact of completing—or actively participating in—our high school diploma program. By collecting data directly from our graduates, we will gain valuable insight into how the Excel Center has influenced their educational advancement, career trajectories, financial stability, and personal growth.

This survey will serve several important functions. First, it will help us strengthen our student support services. We currently support students by providing transportation assistance, mental health support, and childcare. We want to know how effective these supports are—do they remove barriers to attendance and completion, do we need continue these supports to graduates after Excel, or are there additional services that students need to succeed?

Second, we would like to inform future curriculum and program design. Adult learners have personal circumstances that make attending school a challenge. By learning which instructional methods of learning had the greatest impact on our adult learners' success, we can adapt our teaching methods better, so our programming remains effective.

Third, we aim to provide concrete, outcomes-based data to funders and stakeholders. This data will not only demonstrate the tangible results of our program, such as job placements, college enrollment, or increased income—but also build a compelling case for continued and expanded support.

Service Format & Transportation Needs:

- **Hybrid** (blended on-site and virtual).
- Transportation is required as there will be times the scholar will need to meet preceptors in person at our Redwood Street location.

CBO Orientation & Additional Requirements

SOURCE Scholars will need to attend a volunteer onboarding session to familiarize themselves with the Excel Center’s mission, policies, and the expectations for their role in the project. This session will be led by both the project preceptor and the Volunteer Coordinator, Caroline De Leon. During the onboarding, a schedule for



regular check-in meetings will be established, and scholars' availability will be coordinated to ensure consistent participation. The preceptor will work directly with the scholars to define their responsibilities and set clear expectations. Throughout the duration of the project, scholars will collaborate closely with the preceptor to complete assigned tasks and receive ongoing guidance and support.

Student Leader Responsibilities/Deliverables:

1. Project plan with Director, CCR, and Lead Life Coach that has details the purpose, scope, timeline and intended outcomes.
2. Develop a survey instrument.
3. Develop interview Protocol
4. Administer the survey to students via email and one on one.
5. Develop Consent Form
6. Survey Distribution Plan with timeline and method of distributing the survey.
7. Data Collection Summary compilation of survey responses. Summary of interview notes or transcripts.
8. Data Analysis Report to have key findings from both survey and interview data. Provide possible action based on findings.

Proposed Deliverables/Outcomes:

After creating and implementing the Graduate Impact Survey Tool, SOURCE Scholars will collect and analyze data to assess the outcomes of Excel Center graduates in areas such as education, employment, and personal development. The scholars will compile their findings into a comprehensive summary report, which they will present to Excel Center leadership and funders at an all-staff meeting.

In addition to this internal presentation, the results will be shared publicly through the *Goodwill Focus* newsletter, which reaches the greater Baltimore and Maryland community via Goodwill Industries of the Chesapeake. The report will also be shared with the National Excel Center office, who may further disseminate the findings. Based on their analysis, SOURCE Scholars will also provide actionable recommendations to support program improvement.

Also, each scholar will complete a short, personal reflection on their involvement, highlighting their contributions and professional development throughout the project, and get feedback on ways we can improve the Excel Center and SOURCE partnership.

Additional Volunteer Opportunities:

Recruitment of service participants will be up to the scholar-based recommendations from CCR and other Excel Staff. Volunteer roles would be administering surveys, interviewing students, and compiling results.



HeartSmiles

Location: 6102 Fairwood Ave

<https://heartsmilesmd.com>

Organization Mission:

To help youth reach their version of success by putting them at the intersection of access and opportunity.

Project Title & Description:

Supporting Youth Experience and Leadership at HeartSmiles

The Supporting Youth Experience and Leadership at HeartSmiles project places a SOURCE Scholar in a year-long Program Manager role to support the planning, coordination, and evaluation of youth development programs across Baltimore. The Scholar will work directly under the Director of Youth Experience and Programs, playing a key role in the day-to-day operations and long-term planning of youth-centered initiatives. HeartSmiles provides year-round programs for youth ages 8–24, with a focus on leadership development, workforce readiness, entrepreneurship, and personal growth. Programs include peer-led learning cohorts, trade-based training (such as culinary arts and barbering), mentorship initiatives, and professional development workshops. Many programs follow an “earn-while-you-learn” model, offering stipends and real-world experience in a supportive, youth-first environment. This project offers a hands-on opportunity to contribute to a high-impact, fast-paced nonprofit environment while building strong project management, communication, and organizational skills.

Service Format & Transportation Needs:

On-site/hybrid at Baltimore location.

CBO Orientation & Additional Requirements

At HeartSmiles, we believe in transforming communities through youth-led, purpose-driven development. Our approach is rooted in reciprocity, justice, service, and collaboration—values deeply embedded in every layer of our work. As a youth-serving organization founded in and for Baltimore, we intentionally center youth voice, equity, and opportunity in all that we do.

Scholars will begin their service term with a relational and immersive onboarding experience that includes a welcome meeting with the Director of Youth Experience and Programs. During this meeting, they will be introduced to HeartSmiles’ origin story, mission, and history, as well as core expectations and organizational culture. This is followed by role-specific operational meetings with Directors who will provide direct supervision. From the outset, Scholars will engage in reflective dialogue about our impact across Baltimore’s Black Butterfly and how our peer-to-peer model empowers youth to define their own success.

Throughout their term, Scholars will take part in regular staff huddles, youth advisory circles, and community events—ensuring they are not merely observing our mission but actively co-creating it alongside the youth and families we serve. Through hands-on program management, support of emerging youth leaders, and participation in strategic decision-making, Scholars will come to understand how HeartSmiles leverages trust, mutual respect, and intentional relationships to advance social justice in a way that is locally responsive and deeply rooted.

Additional Requirements: Background check must be completed in person at the City Schools District Office located at 200 E. North Avenue, Baltimore, MD 21202, during a pre-scheduled appointment time.



Student Leader Responsibilities:

Program Coordination

- Support scheduling, communication, and logistics for youth programs across multiple sites.
- Assist in managing calendars, sending reminders, and preparing materials for sessions and events.

Youth Engagement & Support

- Serve as a consistent point of contact and support for youth leaders (Heartbeats).
- Help facilitate youth-led sessions, check-ins, and mentoring activities.

Data & Documentation

- Track attendance, stipends, and participation across programs.
- Collect, organize, and maintain program data for evaluation and reporting.

Event Planning & Execution

- Help plan and coordinate special events, including Youth Success Day, workshops, and community showcases.
- Manage event logistics such as venue setup, supplies, communication, and follow-up.

Program Development

- Collaborate on designing or improving program structures, onboarding tools, and training materials.
- Identify areas for growth and innovation in program delivery.

Internal Communication & Reporting

- Prepare brief reports, meeting summaries, and updates for internal team use.
- Assist with grant reporting and compiling stories of impact.

Proposed Deliverables/Outcomes

By the end of the service term, the Scholar will have contributed to several key organizational priorities. These include:

- Developing and managing a streamlined program calendar and communication system to support at least two major youth-focused program areas.
- Creating and supporting a database or tracker that captures youth participation metrics such as attendance, engagement levels, and stipend eligibility.
- Coordinating and executing the organization for youth program sessions across a minimum of three different cohorts.
- Designing a comprehensive onboarding toolkit or resource guide to support the development of new youth leaders and facilitators.
- Aiding with the planning and execution of at least one large-scale community or organizational event (e.g., Youth Success Day, End-of-Summer Showcase, HeartSmiles 10-Year Anniversary, or a community volunteering initiative).
- Completing a final reflection or process documentation that outlines key lessons learned, challenges met, and strategic recommendations for program improvement and sustainability.

Additional Volunteer Opportunities:

For this project, volunteers will serve as guest mentors—professional speakers who lead sessions based on their career paths, lived experiences, and educational expertise. These mentors will enrich HeartSmiles' youth development programs by exposing participants to a wide range of industries, professional journeys, and life skills. Volunteers may lead interactive workshops, share personal success stories, or participate in panel



discussions that align with the youth's interests and program themes such as leadership, entrepreneurship, or workforce readiness. Recruitment will be led by the Scholar in collaboration with the Director of Youth Experience and Programs. Outreach efforts will focus on tapping into HeartSmiles' existing network of community leaders, professionals, alumni, and local organizations. Additionally, the Scholar will promote opportunities through social media, LinkedIn, and partner organizations to recruit individuals who are reflective of the youth we serve and passionate about mentorship. All volunteers will participate in a brief orientation and training led by the Scholar, which will include an overview of HeartSmiles' mission, trauma-informed youth engagement practices, and guidance on how to create youth-centered, inspiring presentations. Volunteers will also receive clear expectations, session logistics, and ongoing support to ensure a positive and impactful experience for both mentors and participants. This structure ensures that volunteers are not only prepared but feel deeply connected to the mission of HeartSmiles and the young people they're serving.



HEBCAC/Yo Baltimore East

Location: 1212 N. Wolfe St. Baltimore, MD 21213

<https://www.hebcac.org>

Organization Mission:

Our mission is to connect youth to opportunities and services that will support their independence, lead to living wages, and enrich their lives as they work towards being productive members of their communities.

Project Title & Description:

Rebuilding: Yo Baltimore East (Service Extension)

Following a challenging 2024 fiscal year, Yo Baltimore is looking to rebuild, rebrand, and re-establish our presence in the community. A small team consisting of 1 Program Director, 1 GED Instructor, 4 Employment Advocates, we are working hard to increase enrollment and maintain retention. We are doing this by attending outreach events, building partnerships with vocational training programs for youth to continue their education, building a repository of employers to connect youth to, identifying funding opportunities to retain staff with competitive salaries, get new computers to support GED classes as we continue to increase the number of youth enrolling, purchase snacks to feed youth while on site, and keep the clothing closet stocked for youth who need professional clothing for interviews or just something to wear to they arrive at the center in between homes or opportunities.

Service Format & Transportation Needs:

Hybrid (blended on-site and virtual).

CBO Orientation & Additional Requirements

Onboarding will be 1 full day. Day 1: Background and discussion of program, deliverables, reviewing existing documents including marketing materials, employer contact list, etc. Shadow in the classroom, outreach staff and current marketing strategies for awareness to address gaps.

Student Leader Responsibilities:

The Scholar will support organizational sustainability and youth programming through the following activities:

- Research and identify relevant grant funding opportunities that align with the organization's mission and goals.
- Cultivate a list of potential employer partners interested in offering youth employment opportunities, internships, or ongoing referrals.
- Identify and recruit volunteers to assist with GED tutoring and academic support, particularly those with relevant teaching or mentoring experience.
- Assist in developing and implementing marketing and outreach strategies to increase community awareness and engagement with the organization's services and programs.

Proposed Deliverables/Outcomes:

- Submitted a curated list of at least 3–5 grant or funding opportunities with deadlines and application guidance.



- Developed an employer partnership tracker with contact information, outreach notes, and potential next steps for engagement.
- Recruited or initiated contact with at least 2–3 volunteer GED tutors and supported their onboarding or orientation process.
- Created a set of outreach materials (e.g., flyers, email templates, social media content) and helped implement at least one marketing campaign targeting community engagement.
- Provided a final summary report outlining outcomes, resources created, and recommendations for sustaining partnerships and outreach efforts.

Additional Volunteer Opportunities:

Volunteers can contribute to several key areas that support the organization's mission and programming. Opportunities include:

- **Classroom Tutoring:** Assisting youth participants with academic content, including GED preparation and foundational skills.
- **Grant Support:** Helping to research and draft portions of grant applications or supporting documentation.
- **Marketing and Outreach:** Contributing to social media campaigns, flyer design, and other community-facing promotional strategies.
- **Hiring Event Planning:** Supporting the coordination of job fairs or hiring events by identifying and contacting employers with open positions and inviting them to participate.

Volunteers will be oriented to the organization's goals and trained in their specific roles to ensure their contributions are meaningful and aligned with program needs.



Intersection of Change

Location: 1947 Pennsylvania Ave. Baltimore, MD 21217

<https://Intersectionofchange.org>

Organization Mission:

Intersection of Change is dedicated to providing programs that enrich the economic, social, and spiritual lives of those dealing with poverty-related issues in our Sandtown-Winchester and surrounding communities of west Baltimore. Jubilee Arts is a comprehensive program that uses art as a catalyst for social change, as a tool for empowerment, and an alternative to the dangers of drugs and violence in the community. Jubilee Arts provides classes to adults and children (in ceramics, visual arts, dance, and business) four days a week with four annual semester sessions. The program also offers cultural activities and serves over 2,400 people annually.

Project Title & Description:

Jubilee Arts Program Assessment, Review, & Update Project

The scholar will work with Intersection of Change to review key areas of its' Jubilee Arts program. Goals of the project will be to revisit existing operation, outreach, and assessment components of the program and work to identify opportunities to improve and modernize with applicable options. The project will seek to build on existing areas of strength at the program while improving systems that need to be enhanced.

Service Format & Transportation Needs:

- **Hybrid** (blended on-site and virtual).
- This will require regular presence on site for Jubilee Arts programming. The scholar must be able to commute to site independently. We do not provide transportation. However, we are conveniently located near MTA routes and the subway.

CBO Orientation & Additional Requirements

The scholar will be given a clear outline of our CBO's vision, values, and goals. Preceptors and other staff will work alongside the scholar, and be available to give guidance, answer questions, observe, and redirect as needed to ensure that the scholar performs in alignment with our values and mission.

Additional Requirements: Background check.

Student Leader Responsibilities:

The scholar will revisit existing operating, outreach, and assessment components of the program and work to identify opportunities to improve and modernize with applicable options. The project will seek to build on existing areas of strength at the program while improving systems that need to be enhanced. Areas of evaluation include:

- Outreach methods to maximize program enrollment/participation
- Surveying methods and analysis of existing surveying
- Client retention methods
- Approaches to how communication and outreach occurs with partners
- Data management systems, including client management, and instructor contracting/payment

Proposed Deliverables/Outcomes:



The scholar will design and implement process improvement measures for 3-5 areas of evaluation and analyze success measures including increased engagement/retention, process efficiency, and cost effectiveness. This analysis will be presented to Jubilee Arts stakeholders with key insights and sustainability planning.

Additional Volunteer Opportunities:

Volunteers will assist the scholar with client surveying, systems research and implementation, and data analysis.



MERIT Health Leadership Academy

Location: 1 N Haven St

<https://www.meritbaltimore.org>

Organization Mission:

The MERIT Health Leadership Academy is a comprehensive academic and career mentorship program supporting high school students from underrepresented backgrounds who aspire to have careers in health. As an Out-of-School Time program, MERIT provides Saturday College Prep Classes, Professional Internships, College Admissions Guidance, and Longitudinal Mentorship, empowering them with additional opportunities and resources.

Project Title & Description:

Enhancing Data Management for MERIT Health Leadership Academy

MERIT Health Leadership Academy is dedicated to empowering underrepresented students to pursue careers in healthcare. However, efficiently tracking student progress, engagement, and alumni success remains a challenge due to the complexity of data management within Airtable. This project proposes that SOURCE Service Scholars assist MERIT in optimizing and streamlining its Airtable database to improve organization, efficiency, and accessibility of key data points.

Service Format & Transportation Needs:

- **Hybrid** (blended on-site and virtual).

CBO Orientation & Additional Requirements

Social justice is the belief that everyone should have equal rights and opportunities, including access to good health. Unfortunately, we still experience avoidable and unfair health disparities. These disparities are caused by policies and practices that distribute money, power, and resources unequally among communities based on factors like race, class, gender, and location. The MERIT Health Leadership Academy aims to educate its scholars about these health inequities in Baltimore and how they impact the health of families, particularly those in urban areas. The orientation will also include an overview of MERIT, which will cover:

- MERIT's mission, values, and commitment to health equity
- Background and history of the Health Leadership Academy
- MERIT Operations
- Our approach to community engagement and student development

Student Leader Responsibilities:

1. Organize Demographic Information – Improve data entry protocols to ensure accurate tracking of student backgrounds, fostering better insights into student needs and representation. 2. Track Scholarship Awards – Develop a structured system to document awarded scholarships, amounts, and recipient progress. 3. Monitor Career Assessment Data – Enhance tracking of student career interests and development over time, providing valuable insights for curriculum improvements. 4. Track Attendance – Implement a reliable system for tracking student participation in MERIT programs, ensuring better engagement analytics. 5. Capture Student Voice through Evaluations – Establish a comprehensive database for student feedback, allowing MERIT to adapt its programs based on direct student input. 6. Create an Alumni Tracking System – Develop a system to categorize and follow alumni achievements, engagement, and contributions to the field of healthcare. 7. Track Donors



and Giving – Organize donor information, donations, and impact reports to strengthen fundraising efforts and community engagement.

Proposed Deliverables/Outcomes:

- **Complete a Data Audit Report**
 - Assess the existing Airtable system for data inconsistencies, gaps, and inefficiencies.
 - Submit a brief report outlining improvement recommendations.
- **Design and Implement Standardized Data Entry Protocols**
 - Create clear, consistent formats for tracking demographics, scholarships, and career interest data.
 - Apply protocols to organize existing records and ensure future entries follow the same structure.
- **Build and Test New Airtable Workflows**
 - Develop automated features (e.g., linked tables, formulas, filters) to track alumni, donor, and student engagement data.
 - Pilot new workflows and make revisions based on testing.
- **Develop a Comprehensive Alumni Tracking System**
 - Create a searchable database of alumni, organized by cohort, career path, and engagement level.
 - Ensure tracking fields support long-term impact analysis.
- **Document and Implement a Donor & Giving Dashboard**
 - Consolidate donor data and create an Airtable dashboard for visualizing giving trends and reporting.
- **Create Student Voice Evaluation Repository**
 - Build a centralized evaluation hub that captures qualitative and quantitative feedback from MERIT scholars.
 - Include templates for recurring surveys or feedback tools.
- **Deliver Staff Training and User Guide**
 - Facilitate at least one training session for MERIT staff on how to use, update, and maintain the new database structure.
 - Provide written documentation (user manual or step-by-step guide) for sustainability.
- **Submit Final Project Summary**
 - Include overview of completed deliverables, updated workflows, and key recommendations for future improvements.

Additional Volunteer Opportunities:

- **Assessment & Data Audit:** Conduct an initial review of the existing Airtable database, identify inconsistencies, and outline necessary structural improvements.
- **Database Organization & Standardization:** Develop and implement standard data entry formats for demographics, scholarships, and career tracking.
- **System Integration:** Introduce automated tracking solutions and improve category organization for alumni and donor data.



- **User Training & Documentation:** Train MERIT staff on best practices for ongoing database maintenance and provide clear documentation for sustainability.
- **Final Review & Adjustments:** Conduct a final evaluation, implement refinements based on user feedback, and ensure the database is fully functional.



MissionFit, Inc.

Location: 2720 Sisson Street

<https://www.missionfit.org>

Organization Mission:

MissionFit is dedicated to strengthening the mind, body, and community of Baltimore's youth by deconstructing barriers to health and wellness. We use movement, exercise, and coaching to develop personal growth, career readiness, and leadership capacity. We envision a Baltimore where young people are healthy and thrive today and are leaders of health tomorrow. We accomplish this by: - Giving leadership development and workforce training opportunities to young people - Creating accessible, safe spaces for movement, exercise, and positive influence from healthy role models - Doing everything we can to make Baltimore better tomorrow by investing in the health of youth today. To achieve our mission and realize our vision, we rely on the power of community, inclusion, and wellness to provide resources for health and an environment for personal growth.

Project Title & Description:

MissionFit Coach Development Curriculum

MissionFit aims to build a Coach Development Curriculum to train and empower the next generation of youth coaches in Baltimore. Our mission is rooted in placing dynamic coach-mentors in front of Baltimore's youth—leaders who use movement, games, and physical challenges to foster camaraderie, teamwork, grit, and joy in gym settings. Building on successful Service Scholar projects that created pathways for volunteer coaches and a framework for workforce development curriculum, and leveraging our new partnership with Morgan State University, we are now focused on formalizing a development program for student coaches. This project will support the creation of a robust training curriculum designed to educate student coaches—primarily Sports Administration and Movement Education students from Morgan State—and equip them with skills, knowledge, and industry-recognized certifications. These credentials will bolster their professional trajectories while enhancing the quality and impact of MissionFit programs. Our approach is rooted in equity and opportunity: by training young coaches of color to lead MissionFit programs, we create ripple effects across Baltimore's youth communities. Participants in our programs benefit from exposure to relatable role models, health and wellness education, and potential career pathways in sports and fitness. Youth are guided by coaches who mirror their communities and mentor them through action, relationship-building, and consistent support. The long-term vision is to expand Baltimore's youth health and leadership pipeline by: - Strengthening youth involvement and community connection. - Reducing isolation and increasing positive mentorship. - Growing our workforce development initiative, the Strength Ambassadors program. - Providing exposure to college and career paths in health and movement fields. - Training coaches to better articulate MissionFit's mission and impact, broadening community awareness and engagement. In a city burdened by systemic inequities, this project is a strategic investment in justice, opportunity, and public health. MissionFit's Coach Development Curriculum will equip leaders to scale our impact and support Baltimore youth in living healthier, more empowered lives.

Service Format & Transportation Needs:

- **Hybrid** (blended on-site and virtual).

CBO Orientation & Additional Requirements

The Scholar will be oriented into MissionFit's approach to health and wellness & social justice through



preliminary meetings, orientation, and experiential learning. Preceptors Wesley and Shiona will hold multiple meetings with the Service Scholar in order to learn their goals and their style. Wesley will explain the goals of the Strength Ambassadors and Coach Development programs, and then offer times for the Scholar to come witness MissionFit programs. Then the Scholar is worked into the fold of the Strength Ambassadors and Coach Development program by participating in conversations with the young people to hear from them about their needs, goals, and aspirations for the program. From there, Wesley or Shiona will hold bi-weekly check ins with the scholar to advance deliverables and learning.

Additional Requirements: Background check.

Student Leader Responsibilities:

The Coach Development Program Lead will design, implement, and evaluate MissionFit's Coach Development Curriculum. This role is responsible for creating a structured training program for student coaches, facilitating their development, and preparing them for certification and leadership in youth fitness and mentorship programs. Key Duties: Design a comprehensive coach development curriculum aligned with MissionFit's values and youth development best practices. Develop and (potentially) facilitate training sessions including certification preparation. Create clear, structured job descriptions and expectations for youth coaching roles. Evaluate coach progress and program effectiveness through observation, feedback, and assessments. Collaborate with MissionFit staff to align curriculum with organizational goals and participant needs. Support student coaches with mentorship and professional development opportunities. Document all curriculum content and training materials for future use and sustainability.

Proposed Deliverables/Outcomes:

Coach Development Curriculum

- Includes training modules, assessments, and supporting resources.

Youth Coach Job Descriptions

- Clearly defined roles outlining responsibilities, qualifications, and expectations.

Training Program Implementation

- Facilitation of at least one full cycle of the coach training program.

Certification Pathway Plan

- A structured process for student coaches to earn relevant industry certifications.

Program Evaluation Report

- A summary of program outcomes, participant feedback, and recommendations for future improvements.

(Time Permitting)

- Enhancement of the existing *Strength Ambassador* framework by:
 - Integrating new principles
 - Updating content
 - Designing a replicable model aligned with current program goals and youth needs



Additional Volunteer Opportunities:

- **Curriculum Research & Development:** Assisting with the creation or enhancement of training modules and resource materials for youth coaches.
- **Training Facilitation:** Leading or co-facilitating workshops for youth coaches on certification content, coaching best practices, or leadership development.
- **Program Evaluation Support:** Helping to collect and analyze feedback from participants and stakeholders to assess program effectiveness and inform improvements.



Next One Up Foundation, Inc.

Location: 5911 York Road

<https://www.nextoneup.org>

Organization Mission:

Next One Up empowers young men in Baltimore City along a transformative journey. By providing critical academic, athletic, and social resources from middle school through adulthood, Next One Up encourages participants to embrace opportunity and forge a brighter future - for themselves and for those who come next.

Project Title & Description:

An Enhanced Approach to Academic Achievement for Young Men in Baltimore

The Scholar will assist with the design and implementation of a new and improved structured tutoring initiative to support Next One Up's middle and high school student-athletes in achieving academic excellence alongside athletic success. The program will provide both individualized academic tutoring and group learning sessions tailored to the unique demands faced by our student-athletes, including time management, executive function, and high school and college readiness.

Service Format & Transportation Needs:

- **Hybrid** (blended on-site and virtual).
- Will require periodic onsite presence with the young men we service. Our facility is accessible by car (with free and dedicated parking), rideshare, or public transportation, and schedule for visits can be mutually agreed upon.

CBO Orientation & Additional Requirements

Preceptors will meet with scholars one-on-one and in small groups with other staff to orient them on the mission, vision and values of Next One Up. Scholars will be welcomed and encouraged to participate actively in programming. Scholars will be fully integrated into our NOU community, within a staff structure that is mutually supportive and functions authentically like a family. Our staff commit to open and honest communication, flexibility, empathy and inclusion, with the goal of providing an exceptional experience for the Scholar.

Additional Requirements: Background check screening and fingerprinting. Site-specific training related to emergency procedures, fire safety, etc. will be provided.

Student Leader Responsibilities:

Assist with the launch of an effective tutoring program planned to commence in Fall/Winter '25-'26 in partnership with the Blue Jays for Baltimore—pairing JHU student-athletes with Next One Up students in longitudinal mentoring relationships. The scholar will need to manage this new partnership and serve as program lead, running as point-person for the mentorship pairings. The scholar will work to increase academic confidence and achievement among student-athletes, as measured by surveys and school performance. The scholar will develop and implement qualitative and quantitative surveying methods to determine growth areas for the tutoring program, NOU students, and opportunity areas for tailored group learning sessions in soft skills needed for success, and track metrics from group learning sessions. They must ensure athletic eligibility through academic support and foster long-term academic discipline and accountability.



Proposed Deliverables/Outcomes:

- The scholar will oversee successful matching of Blue Jays for Baltimore volunteers with Next One Up student-athletes based on compatibility and areas of NOU student need.
- The scholar will develop and implement qualitative and quantitative surveying methods to track program effectiveness, including growth in academics and 'soft skills', to occur at regular intervals.
- The scholar will analyze and present their findings to Next One Up stakeholders. This analysis is to include key insights, growth areas, and sustainability planning measures.

Additional Volunteer Opportunities:

Volunteers will assist the scholar with developing and carrying out surveying methods, longitudinal metrics tracking, and data analysis.



Baltimore SquashWise

Location: 16 West Madison Street

<https://baltimoresquashwise.org/>

Organization Mission:

SquashWise partners with Baltimore's youth and families to advance equity in squash, education, and personal development opportunities. We are a dedicated agent of change providing a place where students reach their academic, athletic, and life goals and where the squash community becomes more accessible and welcoming for all.

Project Title & Description:

Mapping Healthy Resources – Mt. Vernon

SquashWise is opening a new facility in the heart of Baltimore City which will support our youth programming with 6 squash courts, fitness equipment, and common spaces and classrooms. Along with our core educational programming and youth squash, we are opening our space up to be a community resource and center. This new line of work is driven by the mission to integrate the sport of squash and to bring different communities together around their love for the game. Our purchase of the former Greyhound bus station in downtown Baltimore was strategic as this facility is on a dividing line between East and West Baltimore and has historically been under resourced. This project will be focused on allowing our organization to better understand the currently available resources for: 1) Health clubs and gyms that are in the area 2) Healthy eating establishments 3) Residents to come together across socioeconomic lines. Along with gaining a better understanding of the current resources, we would include gaining better insights into the different communities within the area we are moving into. This would include insight into: 1) What are the socioeconomic blueprints of the area 2) Where do people work and go to school in the neighborhood 3) What resources are high needs for this community

Service Format & Transportation Needs:

- **Hybrid** (blended on-site and virtual).
- Would need to be able to access our new facility located at 601 N Howard Street. This is on the light rail as well as accessible by other public transportation methods.

CBO Orientation & Additional Requirements

We will do a robust onboarding process to familiarize the scholar with our mission, our history, and how our work has evolved over the past 17 years. We will have the scholar attend some of the student facing events so they can understand the populations we are in service to, meet their families, and interact with other strands of our programming. One entry point is for the scholar to attend gym clinics (based on their availability) where we partner with Baltimore City Public Schools and introduce the game and our program to students who often have never heard of squash. These low-stakes events allow for our programming team to work together to engage students and would be an excellent way for the scholar to gain a better understanding of the program's goals. We would also ask them to review organizational documents that track the program's growth and lay out how we are going to get to our goals of creating a community space for all to come together around the game. I would also schedule regular check-ins with the scholar to ensure that mission and vision are clear and understood. These check-ins would also allow for tracking progress on the project goals and products.



Student Leader Responsibilities:

We would expect the scholar to:

1. Attend some of the all-staff meetings to gain a better understanding of the scope and dynamics of our work
2. Attend at least 2 community squash nights to meet our community, and to learn about their needs
3. Research current resources available in and around our new community with a specific focus on resources for young people and those resources focused on wholeness and health

Proposed Deliverables/Outcomes:

Our goal would be to have the Scholar create a number of different products during their time with us: 1) A resource map that includes layers for the different indicators listed in the last question 2) A neighborhood narrative that describes the different pockets within the neighborhood based on predetermined criteria 3) An outreach plan for engaging those different populations within our larger community 4) Possibly creating and helping us host events that serve to broaden and inform our larger community around health and the role that SquashWise can play to support healthy outcomes. 5) Laying the groundwork for other community partnerships between our organization and other community members including but not limited to area businesses, schools within our catchment area, and other community organizations.

Additional Volunteer Opportunities:

We would encourage the scholar to connect with our students and alumni as their first resource for partners with this work. We currently employ one of our alumni who is creating a history project which will be folded into our design for the new building. This is the type of partnership we encourage. Additionally, we have a very dedicated community of supporters who are always looking for new ways to engage with our programming. These include financial supporters, current volunteers, and those who play squash. This group would be a resource for helping with some of this work.