



SOURCE Service Scholars Program Information & Projects 2026-2027

SOURCE is excited to announce the fifteenth 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 2026-2027 academic year who has an interest in long-term service and community-based professional development.*

SOURCE is now accepting applications for the 2026-2027 SSS cohort!

Applications are due by Monday, June 22nd by 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 begin officially in August/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 monthly).
- ***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 is 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 Wednesdays from August through April. Please do



SOURCE not apply if you are unable to attend these required Academy sessions. Sessions last approximately 2-3 hours in length.

Term	Session Dates
Fall 2026	August 12, September 16, October 14, November 11
Spring 2027	January 27, February 17, March 31, April 28 (Session & Final Poster Presentation)

These dates are tentative and subject to change, but any updates will be shared in advance whenever possible.

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 2026 - 2027 academic year.
- Applications must be completed by **Monday, June 22nd at 11:59pm**. Students will complete an online application form and 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.
- After the application review (**June 25-July 7**), SOURCE will conduct brief finalist screening interviews during this period with the strongest applicants before advancing community partner interviews. Interviews with community organizations will take place (**July 7th-July 24th**). This step helps ensure stronger alignment between students, projects, and community partners. Applicants should expect interviews to be conducted virtually, by phone, or in person as needed.
- Interviews with preceptors should take place between **July 7th – July 25th**.
- Final matching of projects will be completed **early August 2026**.

2026-2027 SSS Community-based organization (CBO) Projects

1. Asylee Women Enterprise (AWE)
2. Baltimore City Dept of Social Services (BCDSS)
3. Black Yield Institute (BYI)
4. CASA of Baltimore, Inc
5. Dayspring Programs
6. Elev8 Baltimore Inc
7. Episcopal Refugee & Immigrant Center Alliance (ERICA)
8. HeartSmiles
9. Intersection of Change - Jubilee Arts (IOC)
10. Next One Up Foundation, Inc.
11. Parks and People
12. Thread





Asylee Women Enterprise (AWE)

Location: 4500 Frankford Ave. Baltimore, MD 21206

<https://www.asyleewomen.org/>

Organization Mission:

AWE supports asylum seekers, foreign-born trafficking survivors, and other forced migrants as they navigate the immigration legal process, heal past trauma, and rebuild their lives in Maryland.

Project Title & Description:

Adapting AWE's Clothing Assistance in a Changing Environment

This project will focus on AWE's clothing closets that have always been an integral part of AWE services that our clients have come to rely upon. At present, our clothing closets provide dozens of items for our clients and their families every month. As AWE prepares to move to a different location later this year, there is anticipation for either a prolonged break in providing clothing or no longer having the space in a new building to maintain a clothing closet for our clients. The scholar would assist us in ensuring the clothing needs of clients and families are met during and before relocation.

Service Format & Transportation Needs:

- **Onsite: The scholar should expect to be onsite for the majority of the project.**

CBO Orientation & Additional Requirements

The Scholar will be oriented into AWE offering holistic, wrap-around services under one roof. AWE's unique model focuses on the importance of companionship and community and provides a space for forced migrants to learn, share, and support one another. Our values are dignity, community, and solidarity, and care for the whole person. We seek to reflect our values in every aspect of our services and through oversight of the Scholar's project implementation, we will be sure to emphasize the importance of reflecting these standards and values at each step of implementation of the project workplan. Scholars will have an initial orientation and onboarding as a part of their time with us where they will have a chance to get to know AWE, our services, staff, and clients and become acquainted with our services and our approach to serving our clients.

Additional Requirements: Background check and confidentiality agreement.

Student Leader Responsibilities:

The scholar will support the development of a clothing needs assessment to better understand client needs and identify gaps in access to clothing. The scholar will also identify local organizations and businesses for potential partnerships, discounts, or gift cards related to clothing, including thrift stores, other nonprofits and charities, churches, and community organizations. In addition, the scholar will create a guide for clients outlining affordable, discounted, and secondhand clothing options throughout the Baltimore area, including location information. As appropriate, the scholar may also support classes or group and/or one-on-one training to help clients access outside clothing resources, either through the Day Program or through individual client orientations.

Proposed Deliverables/Outcomes:

- A completed clothing needs assessment to identify client needs and gaps in access to clothing.
- A list of local organizations and businesses that could serve as partners for clothing support, discounts, or gift cards.
- A client-facing guide to affordable, discounted, and secondhand clothing resources in the Baltimore area, including location details.



SOURCE

- A class, group training, or one-on-one orientation model for helping clients access outside clothing resources, if appropriate.
- Recommendations for future outreach and partnership opportunities related to clothing access.

Additional Volunteer Opportunities:

After an initial period of acclimation to the scholar's role and internship responsibilities at AWE, the Scholar may recruit volunteers to support project needs as appropriate. Once settled into the role, the Scholar may engage volunteers to assist with researching potential organizations and businesses, conducting outreach to identified locations, formatting and editing the client resource guide in consultation with the preceptor, and supporting individual or group orientations related to clothing access. Volunteers may also contribute to creative brainstorming efforts aimed at addressing specific client needs and expanding AWE's resource base, all under the Scholar's guidance and with preceptor support.



SOURCE *Baltimore City Dept of Social Services (BCDSS) w/Office of Technology Human Services*

Location: 1910 N. Broadway St. Baltimore, MD 21213 | co-duty site: 25 S. Charles St. Baltimore, MD 21201
<https://dhs.maryland.gov/>

Organization Mission:

BCDSS aggressively pursues opportunities to assist people in economic need, provide prevention services, and protect vulnerable children and adults.

Project Title & Description:

AI Integration and Departmental Capacity Building for Public Service Operations

This project will support BCDSS in increasing adoption and effective use of artificial intelligence tools across key agency departments. As Maryland expands AI integration, BCDSS has identified a need for stronger internal understanding, training, and implementation support, particularly because current technology adoption is low, and staff may need both foundational and role-specific guidance. The project will focus on assessing departmental AI usage, identifying needs and opportunities, developing department-specific goals, and creating training materials that help staff begin using AI tools more effectively in their work. The Scholar will help design a practical and sustainable approach that reflects varying needs across departments. This project will be completed in collaboration with BCDSS's central IT/technology office.

Service Format & Transportation Needs:

- **Hybrid/with availability to be onsite each week: Scholar should plan to attend meetings onsite which may include: BCDSS leadership, departmental staff, and central IT personnel. The Scholar will need to attend to other onsite obligations as needed and planned with project preceptors.**

CBO Orientation & Additional Requirements

The Scholar will receive an orientation to BCDSS's organizational structure and departmental functions, current technology use and AI adoption challenges, leadership and partner office expectations, as well as communication norms and project reporting procedures.

Additional Requirements: Background check and confidentiality agreement.

Student Leader Responsibilities:

The Scholar will assess current AI usage and technology needs across BCDSS departments, identify patterns in adoption and barriers to use, and help establish department-level goals for AI integration. The Scholar will also develop training materials tailored to different departments and functions, facilitate or support training implementation for staff, and recommend practical strategies to support long-term adoption. In addition, the Scholar will maintain communication with BCDSS leadership and project stakeholders and may help shape the data collection and engagement strategy using methods such as surveys, focus groups, departmental meetings, interviews, and review of current workflows and practices.

Proposed Deliverables/Outcomes:

- Assessment of current AI usage and technology needs across BCDSS departments.
- Summary of patterns in adoption, barriers to use, and opportunities for improvement.
- Department-level AI integration goals.
- Training materials tailored to different departments and functions.



- SOURCE**
- Support for staff training implementation.
 - Recommendations for improving long-term AI adoption.
 - Documentation of findings from surveys, focus groups, interviews, meetings, or workflow review, as applicable.

Additional Volunteer Opportunities:

As the project progresses, there may be opportunities for additional volunteers or student support to assist with: Training facilitation, Material preparation, Data gathering and analysis, Follow-up implementation support, and other areas as needed.



Black Yield Institute (BYI)

Location: 1623 Benhill Ave Baltimore, MD 21226

<http://www.blackyieldinstitute.org>

Organization Mission:

Black Yield Institute (BYI) is a Black-led organization committed to advancing food sovereignty and self-determination in Baltimore's Black communities. Through land stewardship, political education, and cooperative economic development, BYI works to build sustainable, community-controlled food systems and strengthen collective power.

Project Title & Description:

Membership Launch, Volunteer Engagement and Community Fellowship Program Support

This project will support BYI's Engagement Squad's efforts to galvanize and direct "people power" in the communities that they operate in. The Scholar will help guide the launch and development of BYI's Membership platform hosted on Mighty Networks, assist in the operation of a sustainable volunteer infrastructure in South Baltimore and support the operation and recruitment of BYI's upcoming communal learning cohorts.

Service Format & Transportation Needs:

- **Hybrid** (blended on-site and virtual). The scholar should plan to be onsite for Monday Mornings/Afternoons for Engagement Team Meetings
- The scholars will be expected to attend periodic in-person events and activities in Curtis Bay / South Baltimore
- Reliable transportation via personal vehicle or public transit is necessary.

CBO Orientation & Additional Requirements

The Scholar and Volunteers will undergo a "Fire Starter Course" that will train them in BYI's worldview and theory of change prior to engaging in any forward-facing work with constant refining of that training along the way.

Student Leader Responsibilities:

The SSS Scholar will assist with launching BYI's membership program by supporting membership drives, developing membership incentives and engagement strategies, and helping create a centralized system where members can access events and programming, political education opportunities, space rental information, and volunteer opportunities. The Scholar will also support the upkeep of the digital membership platform, Mighty Networks, and help build awareness and participation as marketplace programming expands. In addition, the Scholar will help refine and operationalize volunteer role structures, streamline volunteer onboarding and orientation processes, support consistent volunteer participation in training and orientation, and maintain systems for tracking volunteer engagement. The Scholar will also assist with advertising and recruiting members for BYI Communal Learning Community cohorts, support the planning and administration of cohort sessions and events, and help curate learning materials, speakers, and activities for cohort participants. Finally, the Scholar will contribute to capacity-building efforts by helping distribute responsibilities across systems rather than replicating a single staff role, and by supporting the development of sustainable workflows that can be maintained by staff and volunteers.

Proposed Deliverables/Outcomes:



SOURCE Launch and initial implementation of BYI's membership program, including outreach strategies and materials.
A centralized system or prototype for tracking and sharing member-facing opportunities and information.
A documented and implemented volunteer role structure for Curtis Bay/South Baltimore engagement.
A streamlined volunteer onboarding and orientation process, including tools, materials, or workflows.
Increased visibility and participation in marketplace and community programming.
Successful support for one Communal Learning Cohort from beginning to end.

Additional Volunteer Opportunities:

As systems are developed, the Scholar will support recruitment and coordination of volunteers from BYI's network and local institutions. Volunteers may:

- Assist with communications and content creation
- Participate in outreach and street team engagement
- Support marketplace operations and event logistics
- Help facilitate or promote political education programming
- Participate in multi-week Communal Learning Cohorts
- Join and be active members on BYI's Membership platform

All volunteers will complete BYI's orientation and training process and engage under guidance from BYI staff and the Scholar.



CASA of Baltimore, Inc

Location: 8 Market Place; Suite 300; Baltimore, MD 21202

<https://www.casabalt.org/>

Organization Mission:

CASA of Baltimore's mission is to provide court appointed special advocates to speak for the best interests of abused and neglected children involved in Baltimore's juvenile court system to encourage reunification, help them find a permanent family, and reach their full potential.

Project Title & Description:

Organizational Capacity and Case Assignment Systems

This project will support CASA during a period of organizational transition and capacity-building. Following leadership transition and ongoing strain on administrative infrastructure, CASA is seeking support to strengthen key internal systems so staff can focus more fully on mission-driven work: increasing representation and improving outcomes for children in Baltimore City's child welfare system. The Scholar will help assess and strengthen organizational workflows related to case assignments, and administrative processes with a focus on organizational capacity. The project may also include gathering information about volunteer retention and readiness, reviewing opportunities to improve communication and workflow with courts, and helping CASA better measure its local impact for program improvement and future grant development. This project is intended to build sustainable systems and recommendations rather than simply provide clerical support. The Scholar will function as a project lead who can organize information, identify gaps, coordinate volunteers, and help CASA move from reactive administration toward stronger long-term infrastructure.

Service Format & Transportation Needs:

- **Hybrid** (blended on-site and virtual). Although some work may be completed remotely, the Scholar should expect periodic in-person engagement at CASA's office and/or partner spaces in Baltimore City. The Scholar will use personal or public transportation.

CBO Orientation & Additional Requirements

The Scholar will be oriented into CASA Baltimore through learning about CASA's work that is rooted in child advocacy, trauma-informed practice, and partnership with youth, families, volunteers, and court stakeholders. The Scholar will receive onboarding to CASA's mission, structure, volunteer model, and child welfare context in Baltimore City.

Orientation may include:

- Introduction to CASA's organizational structure and current transition needs
- Overview of volunteer supervision model and one-to-one advocacy approach
- Context on child welfare systems, court processes, and confidentiality expectations
- Exposure to trauma-informed and youth-centered practices
- Guidance on professional communication, data sensitivity, and internal workflow processes

Additional Requirements: Background check and confidentiality agreement.

Student Leader Responsibilities:

- Assess current organizational workflow challenges related to administrative support, case assignment, and communication systems.
- Review and help map CASA's case assignment process, including points where communication breakdowns may occur between CASA and the courts.



- Support development of recommendations or tools to improve workflow efficiency and reduce administrative burden on leadership.
- Assist in examining how organizational resources and grant-supported capacity are currently aligned with program needs.
- Conduct research, interviews, surveys, and/or focus groups with staff and volunteers to better understand organizational strengths, gaps, and opportunities.
- Support analysis of volunteer retention trends and identify opportunities to strengthen volunteer support and sustainability.
- Explore ways to better prepare volunteers for assignment to youth with varying levels of need and trauma exposure.
- Recruit and manage at least 4 volunteers to support research, data collection, stakeholder feedback, or related project activities.

Proposed Deliverables/Outcomes:

- A workflow analysis of administrative support, case assignment, and communication systems.
- A mapped case assignment process identifying breakdown points and opportunities for improvement.
- Recommendations or practical tools to improve workflow efficiency and reduce administrative burden.
- An assessment of how organizational resources and grant-supported capacity align with program needs.
- A summary of findings from staff and volunteer research, interviews, surveys, and/or focus groups.
- An analysis of volunteer retention trends with recommendations for strengthening volunteer support and sustainability.
- Guidance or tools for preparing volunteers for youth with varying levels of need and trauma exposure.
- A final set of organized findings, recommendations, and materials that CASA can use for planning, program improvement, and grant/resource development.

Additional Volunteer Opportunities:

As the project develops, the Scholar may recruit volunteers to assist with:

- Data gathering
- Staff or volunteer interview/focus group support
- Research on quality assurance, volunteer retention, and nonprofit workflow practices
- Development of templates, tracking tools, or presentation materials
- Community partnership and awareness support as relevant to the project

These volunteers would work under CASA's guidance and complete any onboarding required for their level of involvement.



Dayspring Programs

Location: 1125 N PATTERSON PARK AVE

<https://dayspringbaltimore.org/>

Organization Mission:

Dayspring Programs, Inc. is a 501(c)(3) non-profit organization founded to change the lives of homeless children and their families. Dayspring grew out of the Coalition for Homeless Children and Families, a collaboration of 30 groups interested in the welfare of homeless children in Baltimore City. Incorporated in 1997, Dayspring provides a continuum of housing and support services to strengthen sustained recovery and self-sufficiency of homeless families who must surmount the barrier of substance abuse. Children who have been homeless and whose lives are affected by poverty, substance abuse, and domestic or community violence need comprehensive services provided by staff members who understand the effect such trauma has on children's ability to learn and grow into healthy and productive adults. Today, Dayspring serves families through two major programs: Supportive Housing and Head Start Programs. In 2000 Dayspring added Head Start classrooms to its program and now serves families as a Head Start delegate. Through both programs, Dayspring assists parents to support, nurture and create a stable and supportive environment for their children.

Project Title & Description:

Strengthening & Capacity Building Initiative: Accreditation, Housing, and Fundraising Support

This project will support the organization in rebuilding internal capacity and expanding service delivery through three key focus areas:

1. Re-accreditation Support
 - a. a) Assist with the process of regaining accreditation for in-house counseling and related services that were lost during COVID-19.
 - b. Compile required documentation, policies, and process improvements.
 - c. Support readiness planning and application submission.
2. Transitional & Contingency Housing Planning
 - a. Develop a strategic plan to address anticipated reductions in housing availability.
 - b. Identify and map temporary housing options, partnerships, and placement pathways.
 - c. Create a resource guide and decision-making framework for staff.
3. Fundraising Event Support (Adding as a component to support the previous SSS Project)
 - a. Provide logistical support for planning and executing a fundraising event.
 - b. Assist with day-of coordination, timelines, and volunteer roles.
 - c. Develop basic planning materials (run-of-show, outreach tracking, etc.).

Service Format & Transportation Needs:

- **Hybrid** (blended on-site and virtual).
- Scholars should plan to be onsite at least 1-2 times each week. Although tentative Scholar should be prepared to be onsite on Tuesdays.

CBO Orientation & Additional Requirements

Dayspring will hold an orientation for the scholars that will include a history of Dayspring, an orientation to the clientele that we work with, some participation in group sessions as well as engagement sessions with staff. The initial onboarding will ensure that the preceptor understands our current challenges and organizational structure. In addition, we will host bio-weekly check in and reflection sessions to ensure that the preceptor truly understands our mission and values.



Student Leader Responsibilities:

Accreditation Work

- Research accreditation requirements and standards
- Organize documentation and identify gaps
- Support development of policies/procedures

Housing Planning

- Conduct environmental scan of housing options
- Develop contingency and transition plans
- Create a usable internal guide for staff

Fundraising Support

- Assist in planning logistics for fundraising event
- Securing and maintaining philanthropic partnerships

- Coordinate timelines, materials, and volunteers
- Support execution of event-day operations
- Maintain regular communication with organizational staff and preceptors
- Provide progress updates and documentation

Proposed Deliverables/Outcomes:

Accreditation

- Drafted or completed accreditation materials
- Checklist and timeline for submission

Housing Strategy

- Comprehensive housing resource guide
- Strategic plan for temporary housing placement

Fundraising

- Event logistics plan (timeline, roles, materials)
- Successfully hosting at least one fundraising event
- Post-event summary and recommendations

Future Opportunities

- Potential for expanded fundraising strategy development
- Opportunity to build long-term partnerships for housing support
- Continued refinement of in-house service delivery post-accreditation

Additional Volunteer Opportunities:

The Scholar will be largely responsible for volunteer recruitment and training of at least four volunteers. Additionally, volunteer opportunities may include updating social media accounts with fundraising content and information as needed. Assist with developing a sustainability plan that outlines strategies for securing long-term funding and community support. Assist with getting vendors and overall logistics for fundraising. Develop a mini landing page for the fundraiser. Create impact stories.



Elev8 Baltimore Inc

Location: 210 West 28th Street Baltimore, MD 21211

<https://www.elev8baltimore.org/>

Organization Mission:

Elev8 Baltimore will intentionally orient and guide the Scholar to understand the organization's mission, values, and community-centered approach to advancing educational equity and social justice in Baltimore City. Grounded in the belief that schools should serve as hubs of opportunity, Elev8 Baltimore partners with schools, families, and communities to ensure that every student is prepared for high school, college, career, and life. Through this experience, the Scholar will gain exposure to the realities, strengths, and systemic challenges impacting historically under-resourced communities while learning how community schools and out-of-school time programming can serve as vehicles for equity, empowerment, and liberation. The Scholar will participate in an onboarding and orientation process led by Children and Youth Services leadership and program staff. Orientation will include an overview of Elev8's after-school and extended learning programming model, the youth populations served across Baltimore City schools, and the organization's transition from primarily staff-led programming to a more sustainable volunteer-supported and community partnership model. The Scholar will learn how this transition aligns with broader goals of community engagement, collective responsibility, and long-term sustainability in youth development work.

Project Title & Description:

Elev8 Explorers: Reimagining Learning Beyond the Bell

This project will support Elev8 in transitioning to a more sustainable, volunteer-supported after-school programming model. As staffing structures shift, Elev8 is exploring new ways to deliver consistent, high-quality programming through structured cohorts that can be facilitated by trained volunteers. The Scholar will design and pilot a scripted, cohort-based after-school program (8–12 weeks) focused on youth development themes such as social emotional learning, public health education, and/or career exploration. These cohorts will include both learning and hands-on, community-based components aligned with principles of critical service learning. In addition to program design, the Scholar will develop a volunteer engagement strategy, recruit and manage volunteers, and create training materials to ensure the program can be sustained beyond the Scholar's involvement.

Service Format & Transportation Needs:

- **Service Format:** Primarily on-site at Elev8 program locations, with regular check-ins at the Elev8 Remington Office (210 West 28th Street, Baltimore, MD 21211) between 1:30–6:30 PM. Scholars should be available Monday–Friday during after-school hours, as most programs run from 2:00–6:30 PM and may include dinner and/or snack time. Scholars will also frequently travel to partner school sites, and one site, Baltimore Montessori, meets only on Wednesdays from 12:00–4:00 PM.
- **Transportation Needs:** Scholars should have reliable transportation or a dependable plan for traveling between the Elev8 office and partner school sites during after-school hours.
- Elev8 Baltimore offers flexibility in on-site working hours and recognizes that student schedules may vary by term. Scholars and preceptors will work collaboratively to develop a schedule that supports both academic responsibilities and meaningful engagement in youth programming. While some after-school and occasional evening activities may be required, there is flexibility in planning on-site, hybrid, and project-based tasks to accommodate the Scholar's availability throughout the placement.

CBO Orientation & Additional Requirements



Elev8 Baltimore will intentionally orient and guide the Scholar to understand the organization’s mission, values, and community-centered approach to advancing educational equity and social justice in Baltimore City.

Grounded in the belief that schools should serve as hubs of opportunity, Elev8 Baltimore partners with schools, families, and communities to ensure that every student is prepared for high school, college, career, and life.

Through this experience, the Scholar will gain exposure to the realities, strengths, and systemic challenges impacting historically under-resourced communities while learning how community schools and out-of-school time programming can serve as vehicles for equity, empowerment, and liberation. The Scholar will participate in an onboarding and orientation process led by Children and Youth Services leadership and program staff.

Orientation will include an overview of Elev8’s after-school and extended learning programming model, the youth populations served across Baltimore City schools, and the organization’s transition from primarily staff-led programming to a more sustainable volunteer-supported and community partnership model. The Scholar will learn how this transition aligns with broader goals of community engagement, collective responsibility, and long-term sustainability in youth development work.

Student Leader Responsibilities:

The Scholar Leader will support Elev8 Baltimore’s transition to a sustainable, volunteer-supported after-school model by designing and piloting a structured 8–12-week youth cohort program. Responsibilities include developing scripted session plans, youth engagement activities, and reflection components focused on areas such as social-emotional learning (SEL), public health education, and career exploration. The Scholar will also support volunteer recruitment, engagement, and training to strengthen long-term program sustainability.

Proposed Deliverables/Outcomes:

Fully developed 8–12-week cohort curriculum
Session plans and youth engagement activities
Volunteer recruitment and engagement plan
Volunteer training manual and facilitation guide
Implementation of at least one pilot cohort
Youth reflection and feedback framework
Final report with recommendations for sustainability and scaling

Additional Volunteer Opportunities:

The Scholar will recruit and manage at least four volunteers to support implementation of Elev8 Baltimore’s after-school cohort programming. Volunteers may serve in roles such as cohort facilitators, youth mentors, workshop presenters, student recruiters, or community event support for activities such as public health initiatives, family showcases, or career exploration events. Recruitment efforts may include outreach to SOURCE Community Partners, college students, community organizations, and local volunteers interested in youth development and service-learning opportunities. The Scholar will support volunteer onboarding, communication, scheduling, and coordination while establishing clear roles, expectations, and engagement practices. To support sustainability, the Scholar will develop a volunteer training manual and facilitation guide that includes easy-to-follow scripts, lesson supports, youth engagement strategies, and implementation expectations. These resources will help ensure the cohort model can be replicated and sustained by future volunteers, staff, or Scholar cohorts. As part of project implementation, the Scholar will pilot at least one youth cohort, gather feedback from youth participants and volunteers, and provide recommendations for program improvement, expansion, and long-term sustainability.



SOURCE Episcopal Refugee & Immigrant Center Alliance (ERICA)

Location: 4 E. University Parkway
Baltimore, MD 21218

<https://erica-baltimore.org/>

Organization Mission:

ERICA is an outreach program at the Cathedral of the Incarnation in Baltimore, Maryland, dedicated to honoring and supporting the dignity and humanity of individuals fleeing oppression, persecution, and poverty. Guided by faith, compassion, and a commitment to justice, ERICA works toward a vision of a city and state rooted in genuine welcome and respect for all. ERICA's services are provided free of charge and are non-religious in nature. The organization serves individuals regardless of nationality, religion, ethnicity, gender identity, or sexual orientation. Through its programs, ERICA fosters a spirit of hospitality while remaining committed to listening, sharing, and respecting the diverse communities it supports.

Project Title & Description:

Vision Access & Health Navigation Program for Refugee and Immigrant Communities

This project will support ERICA in addressing a critical and widespread need among its program participants: access to vision care (screenings, glasses and follow up as needed) and related health services. Many participants have not received vision screenings in years (or ever), creating barriers to daily functioning, employment opportunities (e.g., driving), and overall well-being. The Scholar will research, develop, and implement a structured process for connecting participants to vision screenings, follow-up care, and affordable glasses. The goal is not only to identify resources, but to “unfractured” the current system by building a clear, replicable process with established partners. This may include coordinating on-site vision workshops, develop referral pathways, and create a system that works for individuals with and without insurance. ERICA projects often lead to additional, related efforts. Many program members who need vision care currently attend ERICA's new Shaheen English classes – Literacy ESOL for women who never had the opportunity to attend school. The SOURCE Scholar will have the opportunity to meet and learn about the needs of the students in these classes who are all Afghan women. One possible secondary component of the project may include identifying and connecting ERICA to language acquisition expertise to support curriculum development for adult learners in this English language program.

Service Format & Transportation Needs:

- **Hybrid** (blended on-site and virtual).
- In-office schedule will be determined between scholar and preceptor; however, scholar should anticipate being onsite at least twice a week between Monday-Thursday.
- Transportation: This site is also apart of the JHU Shuttle Service

CBO Orientation & Additional Requirements

ERICA will orient the SOURCE Scholar to our work through direct and inclusive contact with our three staff. We all work in one large room, we work collegially as a staff, the Scholar will not only learn through observation and conversation but will be invited to participate in meetings and accompaniment that are directly related to the project and also, if time and the Scholar's schedule permit, related to other work of ERICA that will deepen the Scholar's understanding of the challenges of immigrant life in Baltimore at this time.

More specifically, the Scholar will receive orientation to:

- ERICA's programs and participant population (primarily refugee and immigrant communities)
- Current service model and volunteer-driven structure
- Existing partnerships and gaps in services (particularly vision care)



- Expectations related to confidentiality and participant safety

Student Leader Responsibilities:

Scholar responsibilities include but is not limited to:

- Vision Access Program Development
- Research and create comprehensive resource map of available vision care resources (screenings, glasses, follow-up care)
- Identify and establish partnerships with providers (e.g., clinics, student-run programs, nonprofits)
- Develop a structured, step-by-step replicable process for accessing services
- Managing and recruiting at least four volunteers to support the project

Proposed Deliverables/Outcomes:

- Coordinate at least one on-site vision screening workshop (if feasible) Health Navigation & Systems Building
- Create clear referral pathways for individuals with and without insurance
- Develop tools or guides to help staff and volunteers navigate the system
- Explore potential expansion to related needs (e.g., hearing, general health screenings)
- Final report with recommendations for sustainability and expansion

Additional Volunteer Opportunities:

- Help create more structured volunteer roles within the project scope Possible Secondary Component
- Support exploration of curriculum development for adult literacy learners (if capacity allows)
- Identify and connect ERICA with individuals or experts in language acquisition
- Support exploration of curriculum development for adult learners (if capacity allows)
- Volunteers may also support: Vision screening events or workshops Appointment coordination
- Navigation support General program support within ERICA's services



HeartSmiles

Location: 1500 Harlem Ave, Baltimore MD 21217

<https://heartsmilesmd.com>

Organization Mission:

HeartSmiles is a youth-powered nonprofit based in Baltimore that is committed to helping young people discover their purpose and take control of their future. The organization believes that every young person, regardless of background or zip code, deserves access to meaningful opportunities, mentorship, and support that unlock their full potential. HeartSmiles works directly with youth to build leadership, professional, and life skills through mentorship, career exposure, internships, and community engagement. Its programs are designed to foster confidence, character, and a mindset for success. At the core of HeartSmiles are its “Heartbeats”, young leaders who are driven, resilient, and committed to personal growth, community impact, and uplifting those around them. More than just participants, Heartbeats serve as active changemakers who learn, lead, and inspire others while building their own pathways to success

Project Title & Description:

Human Resources & Organizational Development for HeartSmiles

This project will support HeartSmiles in strengthening its internal infrastructure, with a primary focus on human resources systems, onboarding processes, and organizational development. As the organization continues to grow, there is a need for clear, standardized HR practices and internal systems. The Scholar will help develop foundational HR materials and processes that support staff, interns, and volunteers. This includes onboarding resources, role clarity, and internal documentation to ensure sustainability and scalability. In addition, the project may include support for internship program structure, volunteer coordination systems, and event-related engagement strategies, depending on organizational priorities.

Service Format & Transportation Needs:

On-site/hybrid at Baltimore location. Scholars are expected to be onsite regularly each week with remote modality at the discretion of the preceptors. The Scholar should have their own reliable form of transportation or let preceptors know in advance of transportation support needs in which HeartSmiles may be able to provide Uber or Lyft transportation to the Scholar. Additionally, the scholar should be available to be onsite for HeartSmiles in-person professional development on the second Monday and the third Wednesday of each month from 6pm – 8pm. As well as on-site to collaborate with the Director of Operations at a schedule that can be determined with the Scholar during onboarding.

CBO Orientation & Additional Requirements

HeartSmiles is a youth-powered nonprofit based in Baltimore that is committed to helping young people discover their purpose and take control of their future. The organization believes that every young person, regardless of background or zip code, deserves access to meaningful opportunities, mentorship, and support that unlock their full potential. HeartSmiles works directly with youth to build leadership, professional, and life skills through mentorship, career exposure, internships, and community engagement. Its programs are designed to foster confidence, character, and a mindset for success. At the core of HeartSmiles are its “Heartbeats”, young leaders who are driven, resilient, and committed to personal growth, community impact, and uplifting those around them. More than just participants, Heartbeats serve as active changemakers who learn, lead, and



inspire others while building their own pathways to success

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:

- Assess current HR and organizational structure needs.
- Develop onboarding materials for staff, interns, and volunteers.
- Create or refine HR documents, such as role descriptions, internal guidelines, and process documentation.
- Support development of standard operating procedures (SOPs) for key organizational functions.
- Assist in structuring or refining internship program processes.
- Explore systems for volunteer coordination, such as Hopkins Engage integration, Monday.com, or other options.
- Provide recommendations for improving internal communication and organizational efficiency.
- Support planning and coordination for HeartSmiles events as needed.
- Assist in defining volunteer roles and responsibilities for events.
- Contribute outreach and engagement strategies for recruitment.
- Support creation of a HeartSmiles annual organizational calendar.

Proposed Deliverables/Outcomes

- An HR toolkit that includes onboarding materials, role descriptions, benefits and resources, and internal process documentation.
- Standard operating procedures for key organizational functions.
- Internship program structure recommendations and supporting materials.
- A volunteer coordination framework, potentially including guidance for Hopkins Engage setup.
- An event support plan, if applicable.
- A final report with recommendations for long-term organizational sustainability.

Additional Volunteer Opportunities:

Following initial project development, volunteers may be engaged to support:

- Event staffing - Training & HR Deliverables Development
- Program support and engagement
- Administrative or operational assistance
- Ongoing volunteer coordination systems



Intersection of Change - Jubilee Arts (IOC)

Location: 1947 Pennsylvania Ave, Baltimore, MD 21217

<https://intersectionofchange.org/>

Organization Mission:

Intersection of Change (formerly Newborn Holistic Ministries) provides 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.

Project Title & Description:

Operation O.U.T.R.E.A.C.H. - Organizational Updates to Revitalize Engagement, Artistry, Community, and Health

At Jubilee Arts, our organizational impact can be directly measured through the community members we serve, the events we curate, and the stories we create. That said, we are only as impactful as our network of staff, partners, volunteers, and neighbors is strong. While we've maintained a great rapport with our surrounding community over the years, there are always things that can be improved. This is especially true as we reflect on our rapidly changing social and technological landscape. The main goal of "Operation O.U.t.R.E.A.C.H" is to intentionally grow, revitalize, and strengthen Jubilee Arts' community network. We would like our incoming SOURCE Scholar to help us realize this goal while utilizing aspects of their current studies as much as possible. If completed successfully, both parties will be better off after engaging in this mutually beneficial arrangement.

Service Format & Transportation Needs:

Hybrid (blended on-site and virtual): Scholar should expect to be onsite 2-3 times each week between Monday - Thursday 10am - 8pm (In Session) 10am - 6pm (Out of Session). Scholars' onsite availability should fit between the aforementioned windows.

It is preferred for scholars to have their own mode of transit (a car, uber, school provided transportation funds/service, etc.) IOC is conveniently located near MTA routes and the subway

CBO Orientation & Additional Requirements

IOC will integrate orientation directly into our organizational activities, whether that's inviting them to be tabling engagements and celebrations, having them observe group sessions and classes, or even just joining us for lunch. The idea is to get scholars on site and actively engage in our community culture as much as possible. Additionally, scholars and volunteers are required to have a formal background check on file. If you have completed a background check through your academic school, please obtain and share it with IOC preceptors.

Student Leader Responsibilities:

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

- Update and maintain outreach documents and systems for tracking community partners, colleagues, and resources.



- Support surveys and other community needs assessment efforts, including tabling, town halls, and data collection.
- Help review data and feedback to inform the redevelopment of the program’s promotional strategy.
- Support social media and marketing efforts using findings from data collection and community input.
- Assist with building and managing the volunteer network, including tracking volunteers and supporting recruitment efforts.
- Update the partner map for the 21217-impact area using existing research and new findings.
- Support planning for the return of the van as an optional transportation resource for participants.
- Research and help integrate technology systems that improve organization, tracking, and sustainability.

Proposed Deliverables/Outcomes:

- An updated outreach/contact tracking system or database.
- Survey tools, outreach materials, and a summary of community needs findings.
- Recommendations and/or drafts for an updated promotional strategy.
- Social media content ideas, campaign materials, or posting plans.
- Volunteer recruitment and tracking materials.
- An updated partner map for the 21217 area.
- Transportation planning notes or implementation recommendations for the van resource.
- A system or technology recommendation that can support long-term use after the SSS Project term ends.

Additional Volunteer Opportunities:

Scholars can assist the Volunteer Coordinator in the marketing and promotional strategy targeted at potential volunteers. They may open this up to students in their personal networks (colleagues at school or other jobs, club members, friends, etc.). Following some training on Jubilee Arts' program structure, culture, mission, and vision, these volunteers can then be mobilized as recruiters themselves (go canvassing, support at tabling events, attend community meetings, etc.). These can be recruiters for students, encouraging new participants to visit Jubilee, or they could be recruiters for more volunteers to assist with operational logistics.



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:

Evaluation and Learning: Building and Deploying a Framework to Measure Curriculum Effectiveness and Drive Organizational Adaptation

Over the past two years, since opening its headquarters facility for young men, Next One Up has stabilized within its new home and grown in meaningful ways. In collaboration with its participants, their families, and internal and external partners, the organization's curriculum has evolved and been refined, and its young men are thriving in real time. At this stage, it is essential for Next One Up to become more intentional and systematic in tracking and measuring outcomes, both to report successes and, more importantly, to identify areas where its curriculum and approach can be strengthened.

This project would involve two main components: first, coordinating data collection and reporting across a range of outcome measures; and second, working directly with the Next One Up team and its newly reconstituted Program Quality Committee to assess program effectiveness and interpret findings. The student would have the opportunity to engage with a broad cross-section of Next One Up leadership and constituents in a project that is central to the organization's commitment to continuous improvement.

Service Format & Transportation Needs:

- **Hybrid** (blended on-site and virtual).
- Will require regular 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. The Scholar should plan to be onsite generally including evenings during the week, and Sunday operation from 9:30am to 3pm). Next One Up would also make every effort to coordinate our regular day-time staff meetings around the Scholar's schedule.

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:

The Scholar will collaborate with the Next One Up team and use the organization’s technical platforms for student data retention to systematically capture data across key outcome indicators, including school attendance, on-time high school graduation, college matriculation, college persistence, employment after graduation, and related measures. The Scholar will also help track impact across curriculum areas such as mental health, financial literacy, and digital literacy, using both quantitative data and qualitative feedback from current students, alumni, and their families. In addition, the Scholar will support data analysis and help assess program effectiveness in collaboration with the Board- and alumni-led Program Quality Committee.

Proposed Deliverables/Outcomes:

- A structured system or process for capturing and tracking outcome data across key student indicators.
- A framework for measuring curriculum impact across major program areas.
- A summary of qualitative feedback gathered from students, alumni, and families.
- Data analysis and recommendations on program effectiveness.
- Materials or findings to support discussion with the Program Quality Committee as it works to refine and strengthen the curriculum.

Additional Volunteer Opportunities:

The project will afford opportunities for substantial recruitment and engagement with volunteers serving on the Program Quality Committee, volunteers and mentors in various subject-matter disciplines of Next One Up’s curriculum, and in the technical and substantive realm of external reporting of outcomes/effectiveness.



Parks and People

Location:

2100 Liberty Heights Ave Baltimore, MD 21215

<https://www.parksandpeople.org/>

Organization Mission:

Parks & People’s mission is to spark wonder through play, education, and nature, creating a community of environmental stewards for a healthier Baltimore. We envision a Baltimore City where green renewal contributes to economic investment and population growth, where people enjoy green spaces that spark wonder, and where communities build the strength and leadership to steward the environment.

Project Title & Description:

Branching Out: Alumni Impact & Future Giving Initiative

This project focuses on capturing and documenting the long-term impact of the Branches student program by interviewing past participants and collecting their stories. The intern will use these insights to help design a sustainable system that engages Branches alumni as volunteers, advocates, and future donors to Parks & People. Created in 2010, Branches is a paid after school internship and workforce development program for Baltimore City high school students. The program prepares students for life beyond the classroom by supporting personal growth, college and career readiness, and hands on learning in urban ecology and environmental stewardship. Branches are open to all Baltimore City students in grades 9–12. Through this project, the intern will gain experience in qualitative research, community engagement, storytelling, and program sustainability while helping Parks & People strengthen long term relationships with former students.

Service Format & Transportation Needs:

- **Hybrid** (blended on-site and virtual).
- This will require regular presence on site for Parks and Peoples. Parks and People are located next to the Mondawmin Metro Station and bust stop locations.

CBO Orientation & Additional Requirements

The scholar will work with Parks and People preceptors will immerse the Scholar in the organization’s unique approach. The orientation will include presentations on our programming, history, and DEIJ statement, followed by discussions with staff, and meeting with program participants

Additional Requirements: Background check which will be paid by Parks and People.

Student Leader Responsibilities:

The scholar will collaborate with Parks and People staff to identify past Branches participants and alumni; conduct interviews and gather stories, quotes, and optional multimedia content such as photos or videos; and help document the long-term impact of the Branches program. The scholar will support outreach and engagement efforts by organizing participant information, identifying meaningful themes across alumni experiences, and helping staff build a more complete understanding of how Branches has influenced participants over time. The scholar may also assist with reviewing existing records, coordinating follow-up communication with alumni, and recommending strategies for future storytelling and alumni engagement efforts.

Proposed Deliverables/Outcomes:



SOURCE

The scholar will produce a short-written report or PowerPoint presentation that highlights alumni stories, key themes, and measurable program impacts of Branches. The scholar will also create a reusable interview toolkit for future staff that includes sample questions, guidance for collecting stories, and recommendations for sustaining alumni storytelling over time. In addition, the scholar will develop a database of past Branches alumni to support continued engagement, follow-up, and future relationship-building efforts. Together, these deliverables will provide Parks and People with a stronger foundation for alumni tracking, storytelling, and program evaluation.

Additional Volunteer Opportunities:

Volunteers can assist scholar with interviewing past program participants video recordings, recruit current and past branches participants during program days.



Thread

Location: 3201 Tioga Parkway, Suite P, Baltimore, MD 21215

<https://www.thread.org/>

Organization Mission:

Thread harnesses the power of relationships to create a new social fabric of diverse individuals deeply engaged with young people facing the most significant opportunity and achievement gaps. Our community is committed to ending social isolation and building a more equitable culture in which everyone thrives.

Project Title & Description:

Community Engagement Initiative to Strengthen Johns Hopkins Partnership and Youth Self Efficacy

The scholar will support Thread’s volunteer engagement and partnership development efforts by identifying opportunities for deeper connection within the Johns Hopkins ecosystem, improving volunteer participation strategies, and creating systems for volunteer co-creation and feedback on Thread programming. This combines stakeholder mapping, survey research, strategic communication, and project/workshop coordination. Design and launch a volunteer co-creation survey process to strengthen engagement, evaluate participation touchpoints, and build a sustainable pipeline for volunteer-led innovation and collaboration. Design impactful workshop programming for youth ages 14–25 focused on high school completion and postsecondary success. Analyze and map the Johns Hopkins University and Patterson Park community ecosystem to identify potential collaborators, student groups, departments, and volunteer pipelines.

Service Format & Transportation Needs:

- **Hybrid** (blended on-site and virtual) Thread is willing to assist with transportation needs (Uber) for scholar travel to onsite location.

CBO Orientation & Additional Requirements

The scholar will meet regularly with preceptors and other staff members and may attend team meetings to gain a deeper understanding of the organization’s work, processes, and collaborative approach. Thread will also facilitate onboarding meetings to ensure that expectations, responsibilities, and weekly roles are clearly communicated and understood by all parties.

Student Leader Responsibilities:

The scholar will support multiple strategic projects focused on volunteer engagement, youth programming, and ecosystem mapping. Responsibilities include designing and launching a volunteer co-creation survey; collecting and analyzing feedback from current and former volunteers; identifying engagement gaps, trends, and opportunities for improvement; and recommending strategies for onboarding, retention, recognition, and leadership development. The scholar will also help develop systems for ongoing volunteer participation and volunteer-led initiatives, support volunteer event planning and engagement efforts, and research best practices in youth development and postsecondary success to inform workshop programming for youth ages 14–25. In collaboration with Thread staff, volunteers, and youth participants, the scholar will help identify priority topics and design workshop concepts focused on academic success, college readiness, career exploration, financial literacy, leadership, communication, wellness, and community support. Additional responsibilities include researching and identifying Hopkins student organizations, academic departments, service-learning programs,



alumni networks, and other graduate/professional student groups; conducting stakeholder interviews or informational meetings; and categorizing opportunities for volunteer recruitment, skill-based volunteering, event collaboration, research partnerships, and community engagement.

Proposed Deliverables/Outcomes:

The scholar will produce a Volunteer Co-Creation & Engagement Toolkit that includes a survey instrument, feedback framework, volunteer engagement journey analysis, strategic recommendations, a proposed communication and engagement framework, college and career pathway programming recommendations, and a presentation of findings and strategy to Thread staff and volunteer leaders. The scholar will also create a Youth Workshop Programming Toolkit that includes workshop themes, curriculum outlines, sample facilitation guides, recommended engagement activities, an implementation timeline, and suggested metrics for evaluating impact and participation. In addition, the scholar will develop a Strategic Ecosystem Map and Partnership Database that includes key contacts, engagement opportunities, priority partnership recommendations, and a suggested outreach strategy. Together, these deliverables will provide Thread with actionable recommendations to strengthen volunteer engagement, new workshop ideas for youth success and postsecondary readiness, and a repeatable volunteer feedback and co-creation system.

Additional Volunteer Opportunities:

Scholar recruited volunteer roles could include data analysis, marketing and communications, recruiter, grassroots advocator, content survey creation, and other areas. Many students are familiar with Thread, which helps with recruiting possible volunteers, and Thread offers "Introduction to Thread" sessions that all volunteers can attend to be trained on who/what Thread is.