

Dara Ely

INTERNAL COMMUNICATIONS &
CHANGE MANAGEMENT CASE STUDIES

PORTFOLIO



WELCOME

This portfolio highlights a portion of my body of work, featuring content most relevant to change management and communications case studies. I invite you to visit my [website](#) to see more of my work and writing.

ABOUT ME

Storyteller with a broad skillset whose marketing communications strategies resonate powerfully with diverse audiences, increase revenue, and grow engagement. Cross-team collaborator who identifies compelling internal stories and customer experiences to promote across all internal and external channels including website, social media, and email. An expert writer adept at simplifying technical language, thought leadership, and ghostwriting. Excels working in a virtual environment and has experience in nonprofit, higher education, and business settings.

SKILLS

KEY SKILLS

Writing, Graphic Design, Editing, Messaging & Content Strategy, Virtual Team Building, Social Media, Branding & Brand Adherence, Staff Training, Community Management

TECHNICAL PROFICIENCIES

Adobe Creative Suite, Canva, Salesforce, Google Workspace, Slack, Mac/OSX, Microsoft Office, Light HTML, CRM, CMS, WordPress, SEO Google Suite, Google Analytics, Google Advertising, AP Style, Facebook Business, Facebook Advertising, MailChimp, Constant Contact, Kindful, Zoom, Mural, Trello

EDUCATION

BACHELOR OF ARTS: English
College of the Holy Cross
Worcester, MA

MASTER OF SCIENCE: Leadership
Duquesne University
Pittsburgh, PA

[Salesforce Certified Administrator](#)

CONNECT

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603-359-0905

[LinkedIn](#)

[Website](#)

EXTERNAL COMMUNICATIONS & PROBLEM SOLVING

➤ **SCENARIO:** Soccer Without Borders' team members requested that our organization join the Stop Asian Hate day of action, March 26, 2021.

➤ **CHALLENGE:** All DEI communication is reviewed to ensure it is not performative activism. I advocated to our executive director on behalf of participating in the event, with the promise to continue the conversation. I was given complete control over the project.

➤ **SOLUTION:** I wrote this external statement on behalf of the entire organization, with input from AAPI team members. I co-authored the internal statement shared by my colleague. I have followed up with those same colleagues to identify opportunities to support them and AAPI youth participants and educate our entire community on allyship.

Soccer Without Borders
March 26 · 🌐

Today, Soccer Without Borders is joining the AAPI Community in a national day of action and healing. We stand with the Asian American community in Atlanta and communities across the country to call for protection and safety for Asian Americans.

Soccer Without Borders exists to build an inclusive and equitable world. We believe that all youth should have the opportunity to reach their inherent potential and that all people should be valued and treated with respect. We are deeply saddened by the acts of racism and violence perpetrated against the Asian American community that have accelerated during this past year. The SWB community has stood by the AAPI members of our family, and it is past time that we speak out explicitly with a call to Stop Asian Hate and end the xenophobic and white supremacist thinking that fuels it.

We commit to educating our staff and participants about the too often overlooked history of violence against the AAPI community; and to elevate the voices of those who are most affected by this hatred and racism. As individuals and as an organization we continue to learn and grow as we strive to build communities where everyone, including immigrants, women, and LGBTQ+ individuals are safe and welcome.

For more resources and to join the commitment to [#StopAsianHate](#) please visit asianamericandayofaction.com



Lucas Holmes 1:11 PM

SWB family: Today SWB is joining the Asian American Pacific Islander (AAPI) Community in a [national day of action and healing](#) to raise awareness of the anti-Asian racism and violence that AAPI people have endured this past year. In honor of this day, our intention is to take action both externally and internally. Externally, [@Dara](#) and the communication captains are leveraging our social media platforms to raise awareness and demonstrate our support. Internally, we are reaching out to staff most affected in our community to see how SWB can best support their healing and take action.

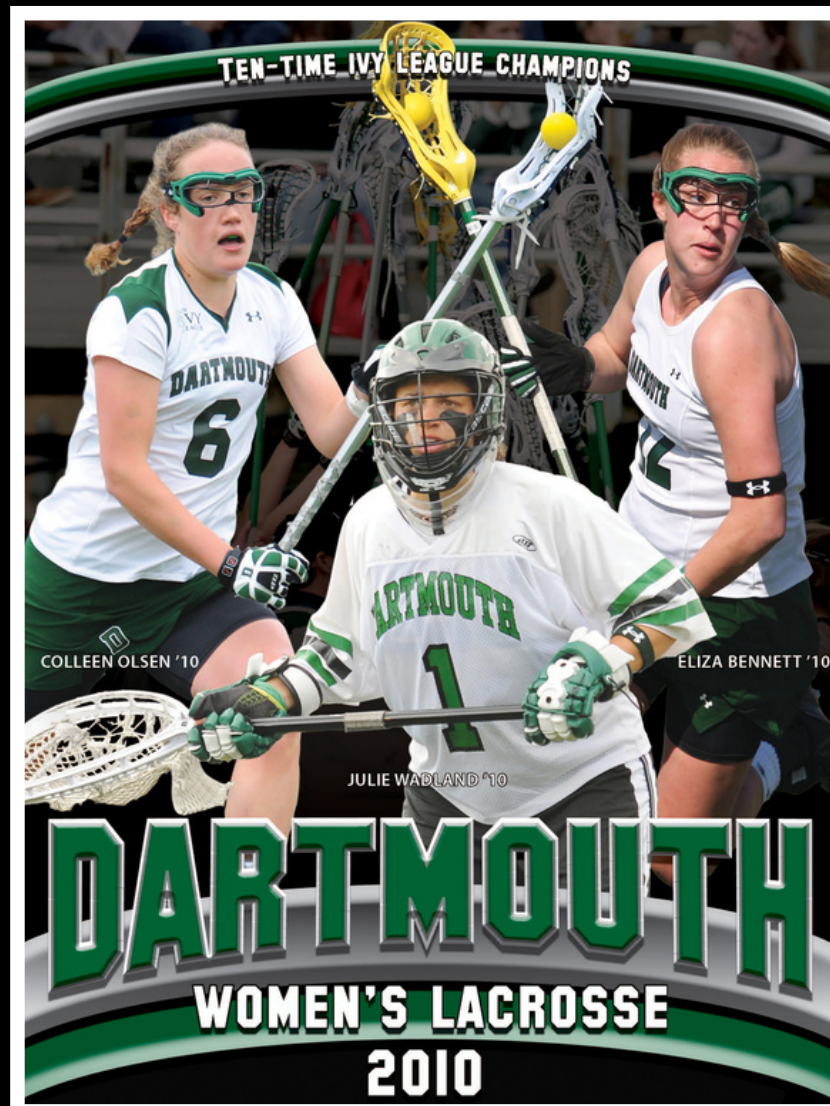
We also want to take this moment to begin the process of educating ourselves around the recent events and longer history of anti-Asian racism in the U.S. [This resource from PBS](#) includes more information about what is happening now and how we got here.

BUILDING AN INTERNAL PROCESS (1/2)

➤ **SCENARIO:** Publications and marketing materials for Dartmouth College Division I sports programs were being designed by five different staff members. Branding was inconsistent and there was a lack of cohesion.

➤ **CHALLENGE:** Individual team members liked having creativity over projects, but also spent many hours on them by starting from blank documents. I had to balance my colleagues' creative process with the need to improve output.

➤ **SOLUTION:** I designed templates that allowed for individual creativity by changing photos and text, but ensured a cohesive design and clear branding. The reception was overwhelmingly positive both internally — saving time and creating better product — and externally.



➤ ABOVE: Samples of media/recruiting guide covers, player bio page, and sport-specific facility page

BUILDING AN INTERNAL PROCESS (2/2)

The nation's ninth-oldest college ... the Ivy League

DARTMOUTH

A true collegiate experience

Founded in 1769, the nation's ninth-oldest college and a member of the Ivy League, Dartmouth is a private, four-year, liberal arts, coeducational college with schools of business, engineering and medicine as well as 18 graduate programs in the arts and sciences. Its 200-acre main campus features state-of-the-art academic facilities including the Berry Library, the Hood Museum of Art, the Hopkins Center for the Arts and the Rauner Special Collections Library.

- Located in Hanover, N.H. on the Connecticut River, two hours northwest of Boston, five hours north of New York City
- Annual undergraduate enrollment of 4,100, graduate enrollment of 1,700 and endowment of \$3,092 billion (market value)
- Dartmouth students hail from all 50 states and 60 countries.
- Features a unique academic calendar known as the Dartmouth Plan, a year-round calendar of four 10-week terms that allows flexibility in scheduling.
- Undergraduates have the opportunity to study in 42 off-campus programs in 22 countries.
- Dartmouth employs 894 full-time faculty members and sponsors \$163 million in research funding.
- For the class of 2012, there were 16,538 applications and 4,228 admissions, 1,093 students enrolled.
- Admission to the college is need-blind financial aid in 2007-08 totaled approximately \$60 million, 51 percent of undergraduates received financial aid.

"This is what a college should look like."
- Dwight D. Eisenhower, 34th President of the United States

2010 DARTMOUTH FOOTBALL

MUSCLE MILK

HANOVER HAIRCUTTERS
Appointments: Walk-ins Welcome
603-643-8777
In the Hanover Park Building

AT BUCKNELL	SEPTEMBER 18	SACRED HEART	SEPTEMBER 21	AT PENN	OCTOBER 2	YALE	OCTOBER 9	HOLY CROSS	OCTOBER 16	AT COLUMBIA	OCTOBER 23	HARVARD	OCTOBER 29	AT CORNELL	NOVEMBER 6	BROWN	NOVEMBER 13	AT PRINCETON	NOVEMBER 21
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DARTMOUTHSPORTS.COM

DARTMOUTH 2010 SOCCER

Aaron GAIDE Senior - Midfielder
Donnie SURDOVAL Senior - Defense
Bryan GIUDICELLI Senior - Defense

SEPTEMBER		
SAT. 4	HOLY CROSS	7:00 PM
Dartmouth Classic Tournament		
FRI. 10	SAN DIEGO	7:00 PM
SUN. 12	STONY BROOK	2:00 PM
Bradley University Tournament		
Fri. 17	at Bradley	7:30 PM
Sun. 19	Creighton	12:00 PM
SAT. 25	NEW MEXICO	7:00 PM
Wed. 29	at Massachusetts	3:00 PM
OCTOBER		
Sat. 2	at Princeton*	6:00 PM
Wed. 6	at Vermont	3:00 PM
SAT. 9	YALE*	7:00 PM
SAT. 16	PENNY*	4:00 PM
Sat. 23	at Columbia*	4:30 PM
Wed. 27	at Boston College	4:00 PM
SAT. 30	HARVARD*	7:00 PM
NOVEMBER		
TUE. 2	NEW HAMPSHIRE	6:00 PM
Sat. 6	at Cornell*	7:00 PM
SAT. 13	BROWN*	4:00 PM

HOME GAMES (Burnham Field)
*Ivy League opponents
All times subject to change

DARTMOUTHSPORTS.COM

EBA'S PROUD SPONSOR OF THE BIG GREEN
603-643-6135

A legacy of champions, uncompromised excellence

TRADITION

Dartmouth Athletics

ALEX BARNETT '09
Ivy Player of the Year

COURTNEY HAMMOND '11
First Team All-American

PETER WILLIAMSON '12
Ivy Player of the Year

CRAIG HENDERSON '09
Ivy Player of the Year

BRITNEY SMITH '11
Ivy Player of the Year

NICK SANTOMAURO '10
Basketball 2009 Ivy Champion
Ivy Player of the Year
MLB Draft Pick - 2011 1st Round

WOMEN'S HOCKEY
2009 ECAC Champions

WOMEN'S BASKETBALL
2009 Ivy Champions
17th Ivy Championship

During the 2008-09 season:

- Five Ivy League Players of the Year
- Four Ivy League Rookies of the Year
- Four Ivy League All-Americans
- Eight CoSIDA Academic All-District
- 69 All-Ivy athletes, 23 first team picks

Four Dartmouth alumni competed in the Beijing Olympics: Adam Nelson '97 (Shotput), Craig Henderson '09 (Soccer), Jarrod Shoemaker '04 (Triathlon) and gold medalist Dominic Seibert '78 (rowing)

Whitney Douthett '07 and Devon Wills '07 led the US to 2009 Lacrosse World Cup title

Five former hockey players skated for NHL teams in 2008-09 including Lee Stempniak '05 (Toronto) and David Jones '09 (Columbus)

Nathan Jacknagel '01 played for the Boston Bruins of the NHL's Professional Soccer

Cassidy Cammer '04 played for the NFL's Miami Dolphins

Dartmouth has won 13 Ivy Championships and made 21 NCAA appearances since 2004

In 2008-09 Dartmouth won five conference titles: Men's Soccer - Ivy League Champions, Women's Basketball - Ivy League Champions, Women's Hockey - ECAC Tournament Champions, Skiing - USA Championships, Baseball - Ivy League Champions

Eight teams participated in national championship competition including NCAA Championship appearances by men's soccer, women's basketball, women's hockey, skiing, baseball and women's rowing

For the past three years, Dartmouth has ranked second in the nation for the most recognized teams in the NCAA's Academic Progress Rate program, with 7 teams in 2008

DARTMOUTH 2011 WOMEN'S LACROSSE

SHANNIE MacKENZIE Senior - Defense - Captain
2010 First Team All-Ivy
KAT COLLINS Senior - Attack - Captain
2009 First Team All-Ivy
GRETA MEYER Senior - Attack - Captain
2010 First Team All-Ivy

FEBRUARY		
Sat. 26	NEW HAMPSHIRE	Hanover, N.H. 12:00 PM
MARCH		
Wed. 2	at Vermont	Burlington, Vt. 3:00 PM
Sat. 5	at Yale*	New Haven, Conn. 1:00 PM
Wed. 9	at Boston Univ.	Boston, Mass. 4:00 PM
Sat. 19	at Duke	Durham, N.C. 12:00 PM
Wed. 23	OREGON	Hanover, N.H. 12:00 PM
Sat. 26	at Columbia*	New York, N.Y. 11:00 AM
APRIL		
Sat. 2	BROWN*	Hanover, N.H. 4:00 PM
Mon. 4	SYRACUSE	Hanover, N.H. 3:00 PM
Sat. 9	CORNELL*	Hanover, N.H. 12:00 PM
Sat. 16	at Penn*	Philadelphia, Pa. 1:00 PM
Sat. 23	PRINCETON*	Hanover, N.H. 12:00 PM
Fri. 29	HARVARD*	Hanover, N.H. 7:00 PM
MAY		
Sun. 1	MARYLAND	Hanover, N.H. 12:00 PM
Fri. Sun. 6-8	Ivy League Tourn.	TBD
Sat. 14	NCAA First Round	TBD
Sat. 21	NCAA Quarterfinals	TBD
Fri. 27	NCAA Semifinals	Stony Brook, N.Y. TBD
Sun. 29	NCAA Finals	Stony Brook, N.Y. TBD

HOME GAMES (Scully-Fahy Field) *Ivy League opponents


DARTMOUTHSPORTS.COM

➤ LEFT: Common pages used in every sport media guide

➤ TOP & RIGHT: 2010-11 school year schedule poster theme

INTERNAL COMMUNICATIONS


➤ Slack is the main communications channel for Soccer Without Borders, which has team members distributed in three countries (U.S., Nicaragua, and Uganda), across five time zones. When communicating internally, I'm cognizant of cultural differences and time zones, ensuring messages are understood and received in a timely manner.

 **Dara Ely** 2:49 PM


🌈 Happy Pride! The newly formed LGBTQ+ Employee Resource Group is hosting an event to celebrate - see the flyer attached for details. The event is on the SWB Calendar and a Zoom link will be provided next week. This is a great event to share with our SWB community (board members, volunteers, etc).

Please RSVP here by reacting with your favorite Pride themed emoji!

Pride Storytelling Event.png ▾



The flyer features a rainbow background with a large 'PRIDE EVENT' text. Below it, it says 'Soccer Without Borders' and 'WEDNESDAY JUNE 23'. It lists times for PT, NIC/MT, ET, and UG. It encourages community members to share experiences and celebrate Pride. It is presented by PlayProud SWB LGBTQ+ Employee Resource Group. At the bottom, there are reaction counts: 7 rainbow flags, 2 rainbow flags with a heart, 2 rainbow flags with a star, 1 rainbow flag, and 1 smiley face with a plus sign.

 **Dara Ely** 10:28 AM

📢 This is a comms follow-up to the post from CIT regarding the U.S. CDC's recommendation that individuals in Substantial or High COVID-19 transmission areas return to wearing masks. It's important that SWB continues to be a leader in taking all precautions to keep our staff, participants, and families safe.

😬 Please ensure that images shared on social media reflect the care that is being taken to wear masks and social distance. Everyone has been really great about this throughout the pandemic and I know it feels like a moving target with recent progress now curtailed by the Delta variant. Please reach out if you have questions or want to run anything by me. Thanks to [@Ryan Gitonga](#) as well for collaborating on these efforts for our main social pages.

➤ ABOVE: This message was in a channel for the communications liaison team and was specifically relevant for U.S. based team members.

➤ LEFT: This organization-wide message announced a Pride celebration that I co-hosted, moderating a panel discussion. It was the highest-attended employee engagement event of the year. We provided real-time Spanish translation and subsequently two team members from Nicaragua joined the ERG.

SUPPORTING CHANGE MANAGEMENT: HIRING PROCESS (1/2)

➤ **SCENARIO:** Soccer Without Borders was hiring for an open program director role, a critical position overseeing operations and staff at a U.S. program site. This was the highest profile hiring search that the current staffing manager had run.

➤ **CHALLENGE:** Previous hiring searches had relied on posting the job publicly or using external recruiters, resulting in some unsuccessful hires. It was determined that sourcing from staff networks would improve chances at finding the right person.

➤ SOLUTIONS:

- Edited the job description to remove complexities and barriers for candidates from underrepresented communities
- Created hiring graphics, hosted candidate sourcing training for staff, and promoted role on all communications channels
- Helped define interview process
- Served as initial screener and implemented a timely candidate communication system to ensure a positive experience.

➤ **RESULT:** We had a diverse candidate pool and ultimately hired a community leader who had volunteered for the organization in the past.

Promoting SWB Job Openings on Social Media

Formula:

1. **Hook:** The purpose of the hook is to make the reader want to read your entire post – pique their curiosity or make it relatable. Ideally the hook would be potent enough that it compels readers to react (give a like, make a comment, etc).
2. **Call to action:** Provide clear action that they can take. This can be more practical (“learn more and apply here”) or more idealistic (“join us in building a more inclusive world”)
3. **Job openings:** Include the link(s) to the job posting(s)

Best Practices

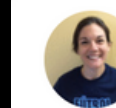
- Though LinkedIn is designed for job postings, you can post on any social media platform*
- To “beat” LinkedIn algorithms it’s best to create your own post rather than sharing one
- Always include an image. Use branded SWB images:
 - [Download general “we’re hiring” graphic](#)
 - [Link to customizable hiring graphic in Canva](#)
 - Login to your SWB Canva account, click pencil on bottom left and click “use template” to make an editable copy. Please do not change the font on this.
 - [Download Baltimore Director graphic](#)
- Include short links! Try to customize the link if possible ([bitly](#) is a great site for creating shorter and customized links)
- Always tag/@ Soccer Without Borders!
- Keep your posts concise!
- Questions? Message Dara or Lucas

PERSONALIZED POST: Best for posting on personal social media

Examples:

Soccer Without Borders is so much more than just a job. I learn so much from the young people we serve and my colleagues every day. If you’re looking for a truly meaningful work experience, I encourage you to join us in creating a world where all young people have the opportunity to reach their full potential.

This week I cheered on our participants who graduated from high school, many of whom have only lived in this country for a few years. My work at Soccer Without Borders is so much more than soccer. Interested in joining our team? I’d love to tell you how we’re building a world where all young people have the chance to succeed.



Mary Connor · 1st

Co-Founder & Executive Director at Soccer Without Borders
2mo · 🌐

I've been a part of many teams in my life, but the **Soccer Without Borders** team is the most committed, kind, creative, empathetic, and resilient team that I've ever been a part of....and I don't say that lightly! Join us in building a more inclusive and equitable world through soccer.

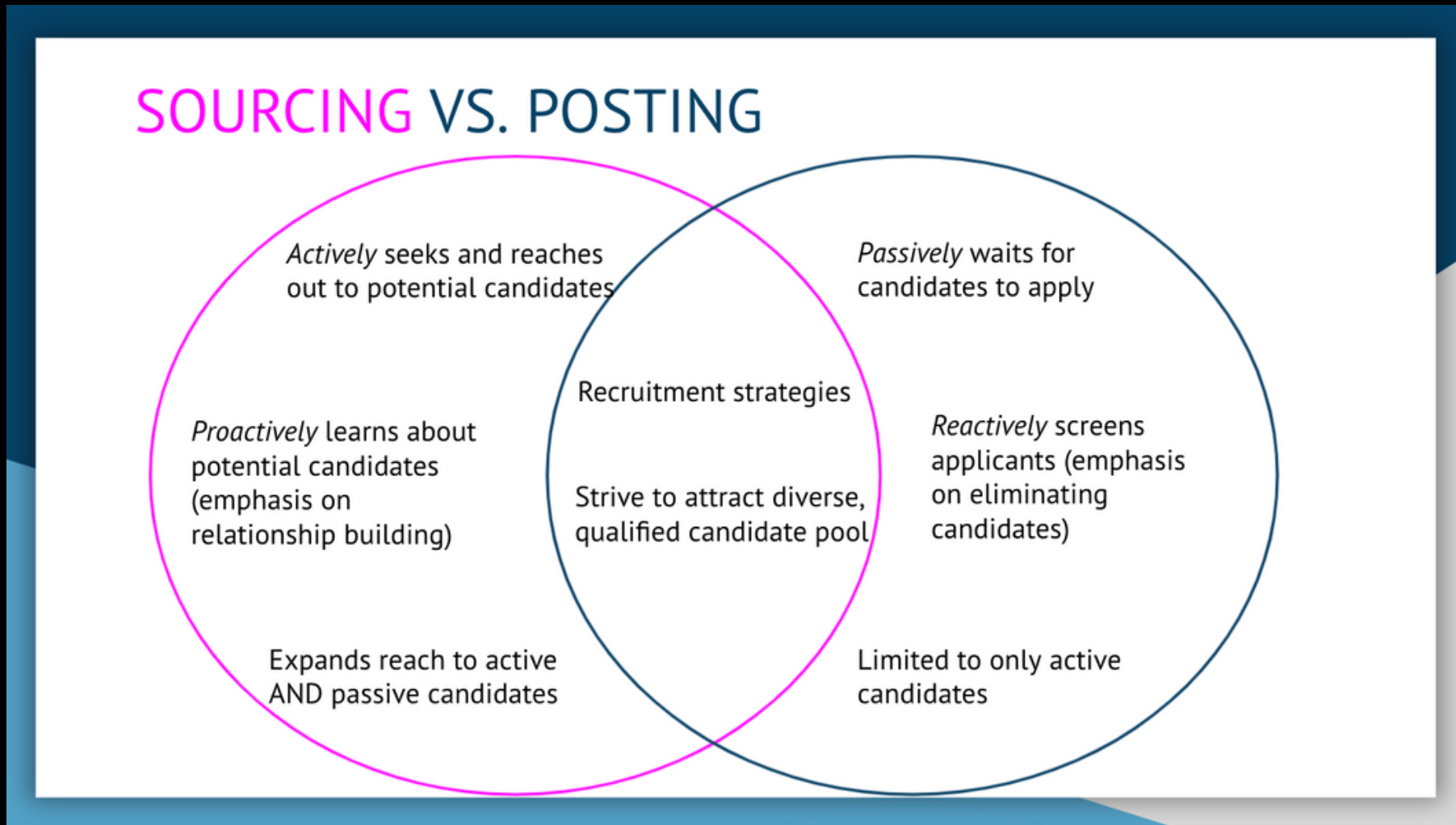
Director (Maryland, Full-time Staff position): <http://bit.ly/MD-Director>

Sports-Based Youth Development Associate (Maryland- Full-time Americorps service position): <https://lnkd.in/eh4hqSS>

Sports-Based Youth Development Associate (Colorado- Full-time Americorps Service position): <https://lnkd.in/eCHyVry>



SUPPORTING CHANGE MANAGEMENT: HIRING PROCESS (2/2)



Know Your Pitch

Purpose: You need to know your pitch in order to tailor your SWB pitch to each unique candidate that you talk with.

Directions:

- 1) Reflect on your own story: What do you like about working at SWB? What makes you stay?
- 2) Think about a potential SWB candidate that you've identified in your network: Based on what you know about their interests, desires, needs, motivations, and barriers, what would be the most attractive parts of working at SWB for this candidate? What could be potential detractors that you would want to be prepared to frame in a way that reduces their influence? Refer to the [Marketing SWB Guide](#) for an overview of SWB selling points and potential detractors.
- 3) In the match-making grid below, write down candidates and how you would tailor your pitch to each candidate.

Match-Making Grid		
	Candidate (Know your candidate)	SWB (Tailor SWB to your candidate)
Names	Interests, Desires, Needs, Motivations, Barriers	Selling Points & Potential Detractors
Candidate #1		
Candidate #2		
Candidate #3		

➤ ABOVE: I contributed to the above sourcing training presentation and facilitated discussion to help team members identify potential candidates in their networks. I supported the staffing manager in creating sample text for team members to use in outreach when sourcing candidates.

MESSAGING STRATEGY PLAN

➤ **SCENARIO:** ECC Horizon is an environmental consulting firm providing project management to insurance companies. A company-wide rebrand and internal communications strategy was needed to showcase industry expertise and new service offerings. I served as project manager, collaborating with the CEO and President on strategy.

➤ **MESSAGING GOALS:**

- Rebrand ECC as a modern, technically-advanced, nationwide service provider
- Relaunch a responsive design website and redesign all marketing materials
- Promote the new "Go Anywhere" program as the centerpiece of ECC's service and spur adoption of the #GoAnywhere hashtag

➤ **STRATEGY DEVELOPMENT PROCESS:**

- Interview team to identify gaps in existing messaging and client FAQs
- Plan communications including: website redesign, case studies, ghostwriting for directors, marketing emails
- Hire outside vendors including web designer, videographer, and printer
- Design new collateral including sales sheets, trade show booth, stationary
- Prioritized marketing featuring #GoAnywhere and case studies
- Email marketing featuring cost saving claim closures and case studies

➤ **INTERNAL COMMUNICATIONS:**

- Training staff to promote new website, case studies, and #GoAnywhere on LinkedIn and in client communications
- Ensure adoption of new logos, taglines, and promotion of website
- Provide updated marketing materials to three office locations

Our History

In 1986, ECC Horizon began operations as the environmental remediation division of a New Jersey real estate development company. Charged with cleaning up contaminated property for future construction projects, ECC Horizon became expert in solving its parent company's environmental liabilities.

As a result of its success in settling property pollution impairments, the firm soon found itself serving other land developers and industrial companies throughout the region. The reason for this growth was simple; as a property owner skilled in solving its own risk exposures, ECC Horizon understood its clients' need to resolve their liabilities just as effectively.

By 1990, ECC Horizon had become an independent environmental consulting and remediation company with a broad range of commercial and industrial clients.

In 1991, ECC Horizon received its first property pollution claim assignment from an insurer. The goal was to gain control over a remediation project that had become increasingly costly. After quickly resolving the claim, the firm realized that its remediation and management expertise made it uniquely suited to resolving the most complex pollution liabilities for insurers and policyholders alike.

Today, ECC Horizon remains committed to its role as one of nation's leading providers of environmental claim settlement, adjustment and risk management services. And it continues to find innovative new solutions, as well as opportunities, for its partners and clients in the risk resolution marketplace.

The Numbers Tell Our Story

Serving the Nation	More Than	Resolved Over	Projects In
25	12,537	\$1B	46
Years	Cases Closed	of Liability Risk	States

Go Anywhere Program

As a claims professional or corporate risk manager, how do you find the right experts and vendors to help you handle environmental claims around the country? Do you review local vendor directories and guess? Do you let someone else choose? Who do you call for references? Who can you trust? And what are you paying for travel time to the site? For busy insurance and risk professionals, there's never been an easy solution ... until now.

First in the Nation ... No-Cost Travel
When you call ECC Horizon, our experts will travel to your claim site anywhere in the nation at no charge. That's right! No charges for travel-related labor, airfare, housing or other services during the life of your claim. We simply treat every claim site as if it's just around the corner.

Everywhere is Just Around the Corner!
Enjoy the convenience and consistency of ECC Horizon's nationwide program for handling environmental claims wherever they occur. From site investigations to remediation oversight and cleanup management, you can count on our experienced experts to handle your case quickly and cost-effectively.

"At ECC, we've got the experience that comes with settling claims for more than 25 years. But we also have the energy and passion of a startup company. It's a great environment for success."
PATRICK CAULFIELD · REGIONAL DIRECTOR

Our claim response teams are available 24 hours a day, 365 days a year. We take the uncertainty out of handling long-distance property pollution claims. With ECC Horizon's nationwide travel program, "Everywhere" is just around the corner!

➤ [Click here](#) to view the entire ECC Horizon marketing guide

➤ **SUCCESS METRICS:**

- Rebranding facilitated revenue growth including seven-figure contracts
- Existing and potential clients noticed the change immediately. Analytics demonstrated increase in unique visits and lead conversions.
- Staff became confident sharing the website, using social media, integrating #GoAnywhere language, and re-opening contacts with former clients.
- Created a cohesive theme to our messaging: "ECC Horizon will do more for you, for less money"

Thank You

I invite you to visit my [full portfolio](#) for longer form writing samples.

