

Tori Baker-White (she/her)

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PROFESSIONAL PROFILE

Strategic operations and organizational development leader with 10+ years of experience helping mission-driven organizations navigate complexity, clarify direction, and build systems that work in the real world. Proven in translating strategy into executable operating models, leading cross-functional implementations, and driving adoption of new systems, processes, and governance structures. Experienced across financial management, change leadership, compliance, and stakeholder engagement, with a strong track record of implementing scalable solutions. Deep experience delivering implementation work in complex nonprofit and public-interest environments, including grant-funded programs, compliance-driven operations, and multi-stakeholder governance structures.

EDUCATION

Brown University and IE Business School
Executive Master of Business Administration

Providence, Rhode Island and Madrid, Spain

University of New Mexico
Master of Arts – Elementary Education

Albuquerque, New Mexico

Bates College
Bachelors of Arts - Sociology and Environmental Studies

Lewiston, Maine

PROFESSIONAL EXPERIENCE

National Wildlife Federation

Missoula, Montana

US's largest nonprofit conservation, education, and advocacy org; 7M members and supporters; 52 affiliated orgs

Operations Manager & Project Lead, Process and Systems Improvement

August 2021-present

- Led end-to-end organizational assessments and co-designed scalable operating models including work planning, governance touchpoints, and workflow architecture to strengthen accountability, role clarity, and cross-team decision-making.
- Diagnosed breakdowns in internal collaboration and spearheaded the development of service ticketing, SOPs, and knowledge-sharing systems to improve responsiveness and reduce duplication.
- Facilitated high-stakes, psychologically safe working sessions across finance, legal, HR, and program teams to align on strategic priorities, mediate competing needs, and translate complex organizational challenges into practical, human-centered solutions.
- Embedded equity and accessibility considerations into procurement, hiring, and partner onboarding processes to reduce barriers, improve compliance, and support consistent adoption across diverse stakeholder groups.
- Served as internal advisor to executive leadership on financial planning, operational risk, and systems change management during periods of organizational transition and growth
- Led change management and implementation adoption, including training design, rollout sequencing, feedback loops, and post-implementation refinement.
- Oversaw compliance, fund tracking, and reporting for government, private, and philanthropic funding sources, ensuring alignment with programmatic priorities and organizational values
- Built a cross-functional project tracking system that reduced manual coordination time by 30% and improved visibility into team workflows and outcomes
- Applied a localization and equitable partnership lens when working with Indigenous communities, field teams, and community-based partners—ensuring co-creation, shared decision-making, and culturally grounded operational approaches.

Cottonwood Gulch Expeditions

Albuquerque, New Mexico

Leading Outdoor Education Nonprofit in the American Southwest

Program Director

November 2019-August 2021

- Directed all program operations, logistics, staffing, and risk management, scaling new programs aligned with organizational strategy to diversify revenue.
- Managed \$600K seasonal budget and contributed to \$2.3M org-wide budget, balancing growth and financial sustainability.
- Selected and implemented a new CRM system, leading cross-team discovery, vendor evaluation, implementation, and staff training.

- Oversaw risk management, financial controls, and program operations, proactively identifying cost efficiencies, forecasting financial needs, and optimizing resource allocation.
- Implemented new logistics workflows and vendor partnerships to streamline field operations and ensure safe, seamless expeditions.
- Conducted organizational assessments to diagnose structural and operational challenges; facilitated leadership alignment around root causes and co-developed action plans that improved stability, communication, and role clarity.

Acting Co-Executive Director

July 2019-November 2019

- Provided financial oversight, HR leadership, and operational management during a critical leadership transition, ensuring business continuity and program stability.
- Completed \$1.3M construction project and closed out \$3M capital campaign while maintaining day-to-day operational oversight.
- Represented organization at key board and donor meetings, providing financial and operational updates to secure stakeholder confidence.
- Facilitated cross-functional retreats and team development sessions focused on strategy, governance, and psychologically safe dialogue during periods of transition.
- Advised the Board on organizational priorities and governance mechanisms during a high-risk transition, ensuring shared understanding, stability, and clear decision pathways.

Associate Director, Enrollment

2017-2019

- Developed and implemented seasonal enrollment strategy, contributing to annual revenue goals.
- Managed logistics and communications for large-scale alumni events and external marketing efforts.
- Facilitated staff training sessions to ensure operational consistency.

Lead Field Educator

2014-2017

- Planned and led multi-week backcountry expeditions, managing logistics, risk assessment, and on-the-ground operations.

Stagecoach Elementary School, Fiddlehead School of Arts and Sciences

USA

Teach for America Corps Member, 2nd grade teacher

2013-2015

3rd grade teacher

2015-2017

- Designed and implemented data-driven lesson plans to support diverse learners in underserved communities.
- Collaborated with colleagues and families to foster inclusive, high-performing classroom environments.
- Contributed to school-wide initiatives addressing educational equity and community engagement.

TOOLS AND TECHNICAL SKILLS

MS Office | Google Suite | Airtable | Zoom | Slack | Trello | Wordpress | Constant Contact | CRM

Operations & Strategy: Operating Model Design & Implementation, Operational Efficiency, Organizational Design, Risk & Compliance Management

Financial & Budget Management: Financial Strategy, Budget Administration, Revenue Forecasting, Grants & Restricted Funds Management

Data & Decision-Making: Performance Metrics & KPIs, Decision Support Analytics, Operational Reporting

Leadership & Communication: Executive Advising, Stakeholder Engagement, Cross-Functional Delivery, Change Management

HR & People Operations: Onboarding and Training Systems, Performance Management, Culture & Engagement Strategies

SELECTED RECOGNITION AND LEADERSHIP

- Blue Torch Award for top 10% academic performance, IE Brown Executive MBA (2025)
- Co-author, *Bridging Generations: A Sustainable Approach to Older Care and Affordable Child Care* — Executive MBA Key Reflection Project
- **Finance Committee, Go Run Missoula** (2022 – Present) Combine financial oversight expertise with passion for building strong outdoor communities, ensuring financial health supports long-term impact for this grassroots running organization.
- **Future of Work Committee, National Wildlife Federation** (2021 – Present) Advise on workforce innovation and strategic planning to enhance operational agility.
- **Strategic Planning Committee, Cottonwood Gulch Expeditions** (2020 – 2021) Partnered with leadership to assess organizational priorities, develop long-term growth strategies, and align financial planning with mission-driven objectives.