



ANGELA M. AIRALL, MBA, MS
FOUNDER | CHIEF EXECUTIVE OFFICER |
CHIEF DIVERSITY OFFICER
SILVER AND GOLD ENTERPRISES, LLC

CULTURE CHANGE | CLIMATE STUDY
DIVERSITY, EQUITY AND INCLUSION STRATEGY
EXECUTIVE COACHING
GROUP FACILITATOR | HIGH PERFORMANCE TEAMS
EXECUTIVE AND LEADERSHIP DEVELOPMENT
ORGANIZATIONAL DEVELOPMENT STRATEGIST
SUCCESSION PLANNING | TALENT MANAGEMENT

Angela M. Airall is a strategist, a trusted advisor, and a catalyst in the examination and reconciliation of bias, discrimination, and institutional oppression. She combines her passion in Strategic Diversity, Equity, Inclusion, and Culture Change with her cross-cultural competency and education in Strategy from Harvard Business School. Her expertise in assessing and institutionalizing global, national, local, corporate, and civic change initiatives has left a legacy for advancing the marginalized and underserved in organizations across various industries.

Angela brings three decades of consulting to leaders and organizations to build a culture of Strategic Diversity and Inclusion. She has served in internal roles as Chief Diversity Officer and Chief Learning Officer with line responsibility for training, development, talent management, succession planning and culture change at the Center for Creative Leadership, CINERGY, Duke Energy, Duke Medicine, Duke University, Educational Testing Service, Johnson and Johnson and Girl Scouts of the USA, Inc.

As an internal Chief Diversity Officer, Angela pioneered a 3-year Leadership Diversity Initiative, leading a 40-member Leadership Diversity Council during the merger integration of Cinergy. She created and sponsored 5 Affinity groups, the Women's Leadership Council, and provided leadership to the Work & Family initiatives for a global workforce. As an external consultant, she has worked with Academia, Fortune 50 companies and the not for profit sector to advance the work in strategic diversity, equity and inclusion including AIG, The American Institute for Managing Diversity, Inc., Barclays Bank of the UK, Cincinnati Baseball League, Battelle, Convergys, Corning Museum of Glass, Girl Scouts of the USA, Motorola, National Urban League, Raytheon Defense Systems and Wall Street firms.

Before her C-suite roles, Angela served on the faculty of The American Institute for Managing Diversity, Inc. at Morehouse College. There, she apprenticed under the tutelage of the late Dr. R. Roosevelt Thomas, Jr. who pioneered the concept of Strategic Diversity,

illustrating pivotal differentiation between Affirmative Action, Valuing Differences and Managing Diversity and supported the author, Dr. R. Roosevelt Thomas, Jr. in the seminal book, Beyond Race and Gender, one of a dozen titles that positions diversity as a critical business driver.

Her early work in delivering corporate and public diversity seminars nationwide supported the Institute's Cultural Audit practice to assess those advantaged and disadvantaged in organizational systems with Avon, Champion Paper International, Motorola, NYNEX, the Social Security Administration, and the US Census Bureau. The cultural audits served as the platform to introduce corporate leaders to develop their business case for diversity and systemic cultural change work

Angela leaves a Diversity & Inclusion and Equity & Belonging legacy to many companies innovating the way diversity is embraced, launched, and institutionalized with examples described below:

HIGHER EDUCATION DIVERSITY | EQUITY | INCLUSION | BELONGING ACCOMPLISHMENTS

At Educational Testing Service (ETS), Ms. Airall created DESTINATION MBA – a 10-city tour across the US supported by a 10- year strategy in the US and Puerto Rico to open graduate management education to minorities and women pursuing a doctoral degree in business. Enrollments increased as she led diversity initiative in the top 85 MBA programs, changing the culture, raising the minority faculty profile, and identifying what groups were underserved. This work, combined with the creation of the first three editions of The Official Guide to GMAT and The Official Guide to MBA Programs, which she authored, was used to help minority test-takers improve their performance on standardized tests. Enrollments in MBA Programs soared after that.

Ms. Airall is the Resident Faculty for Duke University Fuqua Minority Ph.D. Pipeline Program and co- Founder and Charter Member of the National Society of the Hispanic MBA Association. During her six years at Duke University, Ms. Airall developed Rising Tide, diversity, and inclusion endeavor to increase the diverse applicant pool in the Environment and sustainability field at The Nicholas School for the Environment. She also led diversity education for all Duke Schools and departments. She pioneered diversity education for Duke Campus Life Centers, including the Jewish Center, Multicultural House, Duke International House, Muslim Center, Duke Chapel, Divinity School consulting on a Duke University-wide Cultural Competency Model. Ms. Airall was selected as the consultant of choice to serve as the leadership transition coach for the first African - American Dean of Duke Chapel.

DIVERSITY | INCLUSION CONSULTING – JOHNSON & JOHNSON

At Johnson and Johnson, Angela pioneered the work of the J&J Women's Leadership Initiative (WLI) at corporate headquarters and in three Operating companies and created and led the Diversity and Inclusion efforts for J&J's Consumer Division, organizing the

inaugural Executive Women's Leadership Program for high potential women leaders and the Neutrogena's Women's Leadership Conference.

Angela was the chief architect for the INAUGURAL CONSUMER DIVERSITY CONFERENCE bringing together Consumer Products, Vision Care, Skin Care, and Nutritionals into a common framework for addressing diversity. She was selected as the Transition Coach to design and facilitate the onboarding for the first African American Vice President of Human Resources at J&J. As Faculty in the Johnson and Johnson Consortium, Angela introduced GLOBAL HR BUSINESS PARTNERS to her work in TRUST AND BETRAYAL AT WORK and TALENTSCOPE\TALENTQUEST to create diverse pipeline strategy.

DIVERSITY, EQUITY AND BELONGING CONSULTING IN HEALTHCARE

Leveraging diversity as a strategic driver in obtaining business results, Angela creates innovative strategies to help businesses advance their efforts in variety. She supported the research of Diabesity at McNeil Nutritionals R&D for SPLENDA to attract minority appetites. She has coordinated conferences for physicians and community leaders to address health disparities of racial minority groups at Duke Medicine and raised the profile of Sickle Cell Department at Carolinas Healthcare in Charlotte, NC, which recently received the highest award of \$10M from a NATIONAL INSTITUTE OF HEALTH (NIH) grant. As a result, minority Sickle Cell patients who formerly could not receive healthcare services throughout eight southeastern states, now have health needs addressed.

Consulting engagements to executives and C-suite leadership teams, Ms. Airall has influenced the launch of Diversity and Inclusion initiatives at the following organizations positioning diversity as a competitive advantage in client organizations:

DOMESTIC DIVERSITY | EQUITY | INCLUSION | BELONGING CONSULTING

- AIG – EXECUTIVE MEN OF COLOR PROGRAM – KORN FERRY BATTELLE MEMORIAL INSTITUTE - DIVERSITY STRATEGY
- BILL AND MELINDA GATES FOUNDATION – MILLENNIAL SCHOLARS PROGRAM CENTER FOR CREATIVE LEADERSHIP – (CCL)
- CINERGY – CHIEF DIVERSITY OFFICER CONVERGYS DIVERSITY STRATEGY
- CORNING MUSEUM OF GLASS
- DESTINATION MBA FOR MINORTIES AND WOMEN
- DUKE CORPORATE EDUCATION

- DUKE MEDICINE
- DUKE UNIVERSITY (VARIOUS ACADEMIC AND INSTITUTIONAL DEPARTMENTS) EDUCATIONAL TESTING SERVICE – (ETS)
- FUQUA BUSINESS SCHOOL MINORITY PHD SCHOLARS PROGRAM
- FACULTY GREAT RIVERS GIRL SCOUT COUNCIL| DOMESTIC PARTNER BENEFITS GIRL SCOUTS OF THE USA, INC.
- CHIEF OF STAFF JOHNSON AND JOHNSON
- NORFOLK STATE UNIVERSITY PRESIDENT
- NORTH CAROLINA CENTRALUNIVERSITY
- HBCU NOVATIONS EFFICACY FOR PEOPLE OF COLOR
- NOVATIONS EFFICACY FOR WOMEN
- RAYTHEON DIVERSITY DEFENSE SYSTEMS STRATEGY AND AFFINITY GROUPS
- UNIVERSITY OF PENNSYLVANIA KEYNOTE SPEAKER – DIVERSITY CONFERENCE
- URBAN LEAGUE/AMEX EMERGING LEADERSHIP PROGRAM - FACULTY AND COACH

Recently recognized by the Association of African American Alumna at Harvard Business School, Angela was invited to mentor HBS graduates and MBA students and invited to serve on Harvard’s Elimination of Racism Consortium. She is certified in best in class psychological and multi-rater assessments used in Executive Coaching.

Angela is a graduate and active member of the National Racial Equity Institute, attending their Groundwater education and helps organizations address Institutional, systemic, and understand structural racism. She has developed groups for White women to serve as allies in their work with cross-cultural engagement. She is a member of the Reina Global Trust Group and organizes dialogue to deepen trust across organizations.

CIVIC DIVERSITY ENGAGEMENTS

DIVERSITY | SOCIAL JUSTICE AND RACE EQUITY CONSULTING

With a deep passion in diversity, equity, and inclusion, Ms. Airall's passion for **SOCIAL JUSTICE AND RECONCILIATION** consulting extends to her civic engagements. Angela supported The Social Justice and Racial Equity Council (SJREC) of Charleston, SC. After the aftermath of the massacre at The Mother Emmanuel AME Church, where nine parishioners were brutally murdered, Ms. Airall was called by The Sophia Institute to institutionalize a healing process throughout Charleston, SC. There she created the **Manifesto for Healing and Reconciliation**, the organizational governance structure, and the recruitment and program strategy to launch a city-wide multicultural endeavor that spans across all sectors (educational, pastoral, civic, police and social services) to create dialogue

she supported and facilitated the launch of the SJREC which the Mayor of Charleston now chairs.

EDUCATION BACKGROUND | VOCATIONAL INTERESTS

This educator is the daughter of a U.S. Army Officer. She completed her undergraduate degree at The American University, received her MS at Boston University in Marketing, and her Executive MBA at University of Southern California in Organization Development. She is the recipient of a PMD at Harvard Business School focused on strategy and execution and certified as Senior Fellow at the Oxford Leadership Academy with courses at Landmark Education.

As a military dependent, her elementary school years were spent in the Panama Canal Zone, a middle school in the US, and high school in Germany. The knowledge gained of living abroad and traveling throughout Central America, the Caribbean, Europe, and North America while growing up, piqued her interest in the impact of culture and cultural differences among and within communities.

The very personal experience of learning how to negotiate race, class, and gender on many continents as student, faculty, and coach explain her passion in organizational culture change. She conducts cultural audits in organizations, aligning their values to vision and mission, and unpacks organizational dilemmas cutting through the fog of complacency with urgency.

Currently, a doctoral candidate at the University of Sedona with her dissertation focused on Creating Capacity for Compassionate Leadership weaving the intersections of IQ, EQ, CQ, and SQ competencies, Angela is writing two books: COMPASSIONATE LEADERSHIP AND SPIRITUAL INTELLIGENCE FOR THE 21ST CENTURY, pioneering new streams of thought leadership in cultivating the Human Spirit at Work.

As the Founder and Group Manager of the LinkedIn Organization and Culture Change Agents Group, Angela facilitates conversations with 8,000+ LinkedIn Group members in cultivating Compassionate Leadership.

As an Ordained Interfaith Minister, Angela is a Wedding Officiant and Life-Cycle Celebrant. She coaches couples to embrace their values as an expression of their religious diversity. She currently serves as a Board Member at Duke Medicine Hospice and conducts grief counseling in monthly circles as a member of the Board of Governors Growing through Grief Initiative.