



U.S. CHAMBER OF COMMERCE FOUNDATION

Statement of the U.S. Chamber of Commerce Foundation

ON: Federal Workforce Modernization

TO: Committee on Oversight and Reform, Subcommittee on Government Operations

BY: Meredith Lozar, Executive Director, Programs and Events, Hiring Our Heroes, U.S. Chamber of Commerce Foundation

DATE: December 1, 2021

The U.S. Chamber of Commerce Foundation (USCCF) is a 501(c)(3) nonprofit affiliate of the U.S. Chamber of Commerce dedicated to strengthening America's long-term competitiveness by addressing developments that affect our nation, our economy, and the global business environment. USCCF presents a broad range of programs that promote a greater understanding of economic and public affairs issues.

The Foundation conducts research and produces events on issues facing business es now and in the future. Through its initiatives, the Foundation builds skills, drives innovation, and encourages growth.

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Committed to creating long-term economic opportunities for our veterans and their families, USCCF launched Hiring Our Heroes in 2011 to assist military veterans, transitioning service members, and military spouses as they search for meaningful career opportunities. Working with a range of private and public sector partners, we provide training, events, and digital programs to meet the needs of the military community. These include on-installation career summits, virtual hiring events, digital tools like Resume Engine and Career Spark, military spouse Amplify events, the Military Spouse Professional Network, and our fellowship program providing internships to transitioning service members and military spouses.

**BEFORE THE COMMITTEE ON OVERSIGHT AND REFORM
SUBCOMMITTEE ON GOVERNMENT OPERATIONS**

“Federal Workforce Modernization”

**Testimony of Meredith Lozar
Executive Director, Programs and Events, Hiring Our Heroes
U.S. Chamber of Commerce Foundation**

Good afternoon, Chairwoman Maloney, Chairman Connolly, and members of the subcommittee. My name is Meredith Lozar, and I am the executive director of the U.S. Chamber of Commerce Foundation’s Hiring Our Heroes initiative.

Thank you for this opportunity to address the subcommittee and provide perspective and experience on military spouse employment as it relates to federal workforce modernization efforts and considerations.

I am an active-duty Marine Corps military spouse, and, while I am sharing data and statistics with you today, I also want you to know military spouse employment challenges are something I have navigated for the last 16 years, through 11 permanent changes of station, multiple deployments, and 9 job changes.

Today, I am here to specifically discuss the un and underemployment of military spouses, what we know about military spouse talent, how this talent is an underleveraged resource for employers, and how military spouses are a diverse pool of job seekers that can help the federal government meet its workforce modernization needs and objectives.

I will address these points in the context of the subtopics within federal workforce modernization by speaking to how military spouses meet federal workforce needs in relation to recruiting and retaining the next generation of employees in the federal workforce, the importance of and ability to implement flexible employment practices, and how military spouses can help the federal workforce reflect the larger U.S. population in terms of race and ethnicity makeup as well as gender representation, geographic representation, and diverse experience.

I will also offer some policy considerations to address next-steps and possible ways to operationalize federal workforce modernization.

Background on Hiring Our Heroes

Founded in 2011, Hiring Our Heroes (“HOH”) is a nationwide initiative of the U.S. Chamber of Commerce Foundation, which assists military veterans, transitioning service members, and military spouses in finding meaningful employment opportunities. We accomplish this goal through hiring fairs, on-installation career transition summits, virtual events, career development, networking events, a host of online digital resources, research, thought leadership initiatives in collaboration with public and private partners, robust fellowship programs that offer on-the-job training and opportunities for long-term placement in competitive, growing industries within the civilian workforce.

Early on, our initiative leveraged the Chamber’s vast network of state and local chambers to host hiring events in local communities throughout the United States. Between 2011 and 2014, we hosted nearly 1,000 hiring events, assisting more than 200,000 veterans and military spouses as they searched for employment opportunities. We launched state-of-the-art digital tools like Resume Engine and Career Spark to connect service members and military spouses with employers, large and small, throughout the country. Additionally, HOH made a commitment to address the systemic challenges associated with military spouse employment and creating employment opportunities for the forgotten heroes of our military spouse community.

As overall veteran unemployment started to dip in 2014, HOH shifted its focus to military and veteran populations that continued to struggle, including junior enlisted

service members, female veterans, veterans of color, wounded, ill and injured veterans, and military caregivers. We also continued to focus on the military spouse populations as they struggled (and still do) to find meaningful careers.

In 2014, in partnership with the Department of Defense, the Army, the Department of Veterans Affairs, and Department of Labor, as well as more than 100 employers, HOH hosted its first on-post transition career summit at Fort Bliss, Texas. Those events leveraged the broad reach and resources of the private and public sectors to provide world class training, industry insights, and employers committed to hiring veterans.

We also launched our Corporate Fellowship Program (CFP) for transitioning service members as part of the new DoD SkillBridge program. CFP provides a 12-week training and internship experience for transitioning service members with an associate's degree or higher. In some cases, we also host post-transition veterans and military spouses. To date, more than 400 companies have hosted over 3,625 service members across the country, and 83% have been hired with an average annual salary of \$104,000.

With the success of CFP, in 2018, we launched the Military Spouse Fellowship program as a pilot initiative. It was immediately successful in helping military spouses find meaningful employment that aligned with their knowledge, skills, and expertise. Today, that program has grown to 8 geographic locations, and over 200 employer partners. It has even expanded to include specific partnerships with other industries and companies like Google and Salesforce, two companies that represent a large market share.

Finally, as part of our military spouse program, more than 100,000 military spouses secured employment through our Hiring 100K initiative, thousands have received professional development through our Amplify program, and over 60,000 spouses worldwide engage with our Military Spouse Professional Network, building new connections in their current and future communities.

Background on Military Spouse Unemployment

Military spouses are a population of 1,000,000 women and men whose unemployment rate has hovered between 22% and 24% for more than a decade, with the most recent pre-pandemic unemployment rate among spouses in the labor force being 22% in 2019.¹ According to Hiring Our Heroes' post-pandemic, unpublished Military Spouse

¹ Defense Manpower Data Center Office of People Analytics. (2020). The 2019 Survey of Active Duty Spouses. Office of People Analytics. https://download.militaryonesource.mil/12038/MOS/Surveys/ADSS1901_MOS-Briefing-508- Revised.pdf

Employment Flash Survey of almost 1,600 military spouses, 34% of respondents in the labor force reported being unemployed (not employed but had actively sought work in the past 4 weeks).²

Military Spouse Employment Connection to Military Readiness

Military spouse unemployment is a military readiness and retention issue. With our all-volunteer military, changing American and global workforce dynamics, and the increasing need for American families to have a dual-income, military families have indicated that military spouse employment is a critical component of service member retention.

In September of 2020, Hiring Our Heroes' "Military Spouse Career Journeys: Examining Entrepreneurship, Remote Work, and Upskilling as Drivers of Economic Success for Military Spouses" report showed 39% of military spouse respondents discussed leaving active-duty military service because of challenges with spouse employment.

While this subcommittee's scope of examining federal workforce modernization and military personnel policy does not fall directly within that scope, certainly, efficient use of government resources does fall within the subcommittee's scope, and there is significant overlap in the opportunity for the federal government to strategically leverage military spouse talent and potentially help alleviate military attrition. Additionally, as outlined below, military spouses are a strategic, highly educated pool of talent from which to source employees to help the federal government meet its personnel needs.

Opportunity for Modernization Efforts to Enhance Military Spouse Employment

- ***Recruiting and retaining the next generation of employees in the federal workforce***

Part of the intent of today's hearing is to help the subcommittee better understand ways in which the federal government can recruit and retain the next generation of employees into the federal workforce.

² Hiring Our Heroes. (2021). Military Spouse Employment Flash Survey [Unpublished raw data]

The average age of military spouses is 31.5 years,³ which puts most military spouses squarely in the talent pool that makes up the largest share of the U.S. workforce.⁴ Additionally, military spouses are a highly educated and skilled pool of talent within the larger millennial talent pool, with 50% of military spouses holding a bachelor's or higher degree⁵ compared to 37% of females in the general public who hold a bachelor's or higher degree⁶. It is also important to note that 91% of military spouses are female.⁷

The federal government currently faces a mission-critical challenge of attracting top talent to civil service. Nearly a quarter of the federal workforce is older than 55, with only 17% of federal workers being younger than 35, compared to 40% in the private sector.⁸ Certainly, people of all ages can and should work in different industries and sectors. Diversity of experience level and time is important for a robust workforce. Diverse thought and diverse lived experience make workplaces more effective through mutual enrichment.⁹ However, if the federal government does not have enough talent from a younger pool, it runs the risk of not being able to facilitate an environment of mutual enrichment and reap the rewards of that environment. As a result, it also runs the risk of not being able to effectively interface with other sectors.

One article submitted as part of the World Economic Forum's Annual Meeting in 2020 highlights that "the generation coming to work is characterized by a strong desire for autonomy, an open mind, a strong team spirit and minimal hierarchy. They are challenging existing operating modes by requiring more agility, flexibility, and cooperation."¹⁰ Military spouses represent this generation, and while tapping into military spouse talent is not the only answer to the federal government's need for

³ "Military Spouses in the Workplace Understanding the Impacts of Spouse Unemployment on Military Recruitment, Retention, and Readiness." (2017, June). United States Chamber of Commerce Foundation Hiring Our Heroes. <https://www.uschamberfoundation.org/sites/default/files/Military%20Spouses%20in%20the%20Workplace.pdf>

⁴ Fry, R. (2018, April 11). *Millennials are largest generation in the U.S. labor force*. Pew Research Center. <https://www.pewresearch.org/fact-tank/2018/04/11/millennials-largest-generation-us-labor-force/>

⁵ Defense Manpower Data Center Office of People Analytics. (2020). *The 2019 Survey of Active Duty Spouses*. Office of People Analytics. https://download.militaryonesource.mil/12038/MOS/Surveys/ADSS1901_MOS-Briefing-508-Revised.pdf

⁶ U.S. Department of Education, National Center for Education Statistics. (2020). *The Condition of Education 2020 (NCES 2020-144)*, Educational Attainment of Young Adults.

⁷ Defense Manpower Data Center Office of People Analytics. (2020). *The 2019 Survey of Active Duty Spouses*. Office of People Analytics. https://download.militaryonesource.mil/12038/MOS/Surveys/ADSS1901_MOS-Briefing-508-Revised.pdf

⁸ "A Collective Effort for Military Spouses Workforce Development Solutions for the 21st Century Military Spouse" (2020). United States Chamber of Commerce Foundation Hiring Our Heroes. <https://www.hiringourheroes.org/resources/a-collective-effort-for-military-spouses>

⁹ Senard, J. (2020, January 20). *Why we need different generations in the workplace*. World Economic Forum. <https://www.weforum.org/agenda/2020/01/why-different-workplace-generations-enrich-each-other/>

¹⁰ Senard, J. (2020, January 20). *Why we need different generations in the workplace*. World Economic Forum. <https://www.weforum.org/agenda/2020/01/why-different-workplace-generations-enrich-each-other/>

recruiting and retaining the next generation of talent, it is an efficient and strategic way to support that need.

Leveraging military spouse talent is a smart business decision, and it will also require the federal government to be open to changing long-held ideas about how and where people go to work.

For military spouses, in particular, federal employment offers something military spouses struggle to access: retirement benefits and savings. Given that military spouses move 10 times more frequently than their civilian counterparts¹¹, and make significantly less than their civilian counterparts (of spouses who were working in 2016 51% made less than \$20,000 per year)¹² retirement vesting times and retirement savings can be difficult to realize. Even fields like education and teaching that are typically touted as portable careers for spouses, make accessing retirement benefits very difficult, given the frequency of moves military families experience as a part of their service to our country.

The federal government has the power to change these statistics by harnessing the military spouse workforce and providing them with pandemic-proven remote and telework roles. The portability that comes with maintaining the shift to flexible and remote work would provide military spouses access to retirement benefits, a highly sought after, yet seldom realized benefit that makes federal employment extremely attractive. As the federal government considers how to effectively modernize the federal workforce, attracting military spouses with these retirement benefits is an effective place to start.

- ***Flexible employment practices***

Military spouses, like many people not affiliated with the military, need and desire flexible and remote employment opportunities. While the average age of military spouses is 32 years old, 42% of them are between the ages of 21-30. To recruit and retain the next generation of the federal workforce, it is imperative to understand what they need and want from an employer, regardless of that employer's sector. The Society for Human Resources Management, in October of 2019, reported "nearly a third of workers have sought out a new job because their current workplace didn't

¹¹ Bradbard, D.A., Maury, R., Armstrong, N.A. (2016, July). The Force Behind the Force: A Business Case for Leveraging Military Spouse Talent (Employing Military Spouses, Paper No. 1). Syracuse, NY: Institute for Veterans and Military Families, Syracuse University. <https://ivmf.syracuse.edu/wp-content/uploads/2016/07/The-Force-Behind-the-Force-Infographic.pdf>

¹² Orr Schiffer, C., Maury, R., Sonethavilay, H., Hurwitz, J., Lee, H., Linsner, Rachel., Mehta, M. (2017). *Blue Star Families Military Family Lifestyle Survey*. Blue Star Families. MFLS-ComprehensiveReport17-FINAL.pdf (bluestarfam.org)

offer flexible work opportunities, such as remote work or flexible scheduling”.¹³ Additionally, the same report noted approximately “two-thirds of the workers said they are more productive working outside of a traditional office environment, citing fewer distractions and interruptions, reduced stress from not commuting, and minimal dealings with office politics as their main reasons.” Given that this data is from 2019, it highlights how, even before the Covid-19 Pandemic, workers were already prioritizing flexibility and remote work. Data captured during the pandemic highlights that employees desire for remote and flexible work environments to remain. In February 2021, Forbes reported that one study of working professionals conducted in 2020 showed that 74% of respondents expect remote work to become standard and 97% of employees don’t want to return to the office full-time.¹⁴

As a result of the Pandemic, flexible and remote work schedules are increasingly noted as not just desires but needs among the workforce.¹⁵ The Covid-19 Pandemic refuted previous beliefs that remote employees were less productive by demonstrating remote and flexible work schedules allow people to remain productive and work without being in a traditional brick-and-mortar office setting or working a traditional workday.¹⁶

It isn’t a surprise that military spouses are seeking flexible work situations. Given the average military spouse moves ten times more frequently than their civilian counterparts and earns, on average, 38% less than their civilian counterparts¹⁷, remote work provides for portability and retention, alleviating many of these challenges.

In the “Military Spouse Career Journeys: Examining Entrepreneurship, Remote Work, and Upskilling as Drivers of Economic Success for Military Spouses” report, when asked to pick their ideal work situation, 41% of spouses chose “a job that can be done remotely.” In second place was “a job that permits working from home some days of the week” (22%). The survey responses contrast sharply with the actual work situations that military spouses say they have had in recent years. According to this

¹³ Maurer, R. (2019, Sept. 10). Flexible Work Critical to Retention, Survey Finds Flexible work policies must be well-crafted to be effective. Society for Human Resource Management. <https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/flexible-work-critical-retention.aspx>

¹⁴ Prossack, A. (2021, Feb. 10). *5 Statistics Employers Need To Know About The Remote Workforce*. Forbes. <https://www.forbes.com/sites/ashiraprossack1/2021/02/10/5-statistics-employers-need-to-know-about-the-remote-workforce/?sh=6fcfe0ce655d>

¹⁵ The Importance of Remote Work to Younger Generations. (2020, Aug. 4). Forbes. <https://www.forbes.com/sites/deloitte/2020/08/04/the-importance-of-remote-working-to-younger-generations/?sh=20862c21792d>

¹⁶ Gaskell, A. (2020, Dec. 8). *Productivity in Times of Covid*. Forbes. <https://www.forbes.com/sites/adigaskell/2020/12/08/productivity-in-times-of-covid/?sh=5b4614021fa1>

¹⁷ Bradbard, D.A., Maury, R., Armstrong, N.A. (2016, July). *The Force Behind the Force: A Business Case for Leveraging Military Spouse Talent (Employing Military Spouses, Paper No. 1)*. Syracuse, NY: Institute for Veterans and Military Families, Syracuse University. <https://ivmf.syracuse.edu/wp-content/uploads/2016/07/The-Force-Behind-the-Force-Infographic.pdf>

research, 69% say their recent work situations included a job with set hours and a physical place to go and only 8% say this is ideal.¹⁸

The federal government is making some progress toward remote and flexible work. The Department of the Air Force released guidance earlier this year that “urges the Air Force and Space Force to treat workers the same regardless of where they are, and to judge employee performance based on whether they contribute and reach their goals, not on being physically present.”¹⁹ This new guidance was released as a direct result of learning from the lessons of the Covid-19 pandemic and can be applied to multiple sectors of the federal government.

- ***Federal Workforce Reflecting the Larger U.S. Population***

The Office of Personnel Management reports that in May 2020, there were 16,922 federally employed military spouses. That number is less than one percent of the estimated 2.1 million civilians currently working in the federal government.²⁰ As the subcommittee looks at ways in which the federal government can reflect the larger population, including military spouses is paramount. In addition to being young and highly-skilled, military spouses are also a racially and ethnically diverse pool of talent. The 2019 DOD Survey of Active Duty Spouses, reports military spouses are 79% White, 15% Black or African American, 16% Hispanic/Latino, 9% Asian, 3% American Indian, Alaskan Native, 2% Native Hawaiian, Pacific Islander.²¹

As stated previously, there are nearly one million active-duty and reserve military spouses. In addition to being racially and ethnically diverse, the diversity of thought that comes from the type of experience gained from their fluid life of service to our country is an important perspective to ensure at every level of employment.

Military spouses also represent a population of the workforce that is predominantly female (91%), and like their civilian counterparts, their employment has been disproportionately impacted by Covid-19. As the federal government looks to level

¹⁸ “Military Spouse Career Journeys: Examining Entrepreneurship, Remote Work, and Upskilling as Drivers of Economic Success for Military Spouses” (United States Chamber of Commerce Hiring our Heroes & Burning Glass Technologies, September 2020), <https://www.milspouseroadmap.org/wp-content/uploads/2020/09/drivers-of-economic-growth-0911.pdf>.

¹⁹ Cohen, R. (2021, May 9). Want to keep teleworking? Here’s the Air Force’s new ground rules. Air Force Times.

<https://www.airforcetimes.com/news/your-air-force/2021/05/19/want-to-keep-teleworking-heres-the-air-forces-new-ground-rules/>

²⁰ Davidson, N. (2021, Oct. 21). A New Change to Hiring Rules Makes It Easier for Military Spouses to Land Federal Jobs.

Military.com. <https://www.military.com/daily-news/2021/10/21/opm-rule-change-military-spouses-predicted-be-game-changer.html>

²¹ Defense Manpower Data Center Office of People Analytics. (2020). The 2019 Survey of Active Duty Spouses. Office of People Analytics. https://download.militaryonesource.mil/12038/MOS/Surveys/ADSS1901_MOS-Briefing-508- Revised.pdf

gender disparities among leadership positions within the federal government, military spouses are, again, a strategic talent pool to consider.

The Associate Director of the Office of Military Family Policy is a military spouse who has worked in the federal government for 30 years. When his spouse was assigned to Maxwell Air Force Base 18 months ago, the Department of Defense enabled him to work remotely. The DOD benefitted by retaining that talent and is currently saving \$25,000 a year on his salary because of the difference in locality pay.

Recommendations

The subcommittee will receive many strong recommendations for ways the federal government can modernize its workforce. I encourage you to specifically consider military spouses and implement policies that will help them access federal employment opportunities to support the federal government's transition to the modern federal workforce and enable the federal government to benefit from military spouses' incredible talent and expertise.

- **Recommendation 1: Tracking military spouse unemployment**

Ensuing military spouse unemployment is well understood and tracked in real-time is one of the missing components to effectively addressing and solving military spouse unemployment. The Department of Labor and the Bureau of Labor Statistics should consider adding military spouses as a target group, so there is a known, current unemployment rate of military spouses. Currently, tracking military spouse employment is done in many ways. While the Department of Defense tracks spouse unemployment biannually through survey data, and other organizations track it through other various methods of analysis, without a Department of Labor or Bureau of Labor Statistics target group designation, it is difficult to truly measure the success of the federal government's impact on the national crisis of military spouse unemployment, and it jeopardizes the effectiveness of efforts to alleviate the problem.

Obtaining a statistically significant sample of military spouses is often a challenge. One of the best ways to track military spouse employment is to capture the data from DEERS (Defense Enrollment Eligibility Reporting System), which is the only place all military spouse information, to include active-duty spouses, guard and reserve, and retiree spouses, exists. Using DEERS as the data starting point to track unemployment would help facilitate the ongoing, more up-to-date data needed to know if efforts to reduce unemployment are effective

Hiring Our Heroes stands ready to help the subcommittee and/or other federal entities think creatively about how to make this data collection a reality for military spouses.

- **Recommendation 2: Create a federal initiative that incentivizes agencies who develop a talent modernization strategy to specifically include military spouse talent**

The effectiveness of remote work is dependent on a workforce that is comfortable with and adept at using technology and communications platforms. Investing in and integrating that into the federal workforce culture is essential for workplace modernization. This may include ongoing requirements that federal employees commit to adopting and using technology they have not used previously as a condition of employment.

Military spouses are very much part of the age bracket that is known to be well-adept at technological adaptability and usage. Given that the average age of military spouses is 32 years old, the majority of military spouses are considered digital natives.

- **Recommendation 3: Build and implement federal government internships, specifically for military spouses**

Hiring Our Heroes stands ready to support the recruitment of the military spouse workforce by sharing best practices in how best to attract, support, and retain, military spouses seeking internship opportunities.

- **Recommendation 4: Build policies that require and incentivize talent and workforce modernization within federal agencies and departments**

Hiring Our Heroes has a long history of bringing together the private and public sectors to find solutions to the employment challenges faced by the military talent community. The task of modernizing the federal workforce is no small feat, and it can be done. Tapping into data, research, and best practices for accomplishing and iterating ongoing workforce modernization needs is imperative for all employers, regardless of sector. Hiring Our Heroes would welcome the opportunity to connect the subcommittee with our corporate partners who are leaders in developing the future workplace to harness their expertise and create policies that incentivize talent and workforce modernization.

- **Recommendation 5: Learn and track why military spouses leave federal employment to better inform hiring and retention practices**

To ensure the federal government understands its impact on military spouse unemployment and whether the federal workplace environment is supportive and conducive to spouse employment, exit interviews should include questions about whether military spouses leave employment as a result of or because of a permanent change of station, deployment, or other military lifestyle considerations.

- **Recommendation 6: Amend the Federal Acquisition Regulation (FAR) to allow remote work for defense contractors**

One of the challenges faced by defense contractors, who are often integral to federal workforce needs, is that because of locality and clearance requirements the FAR does not allow for remote work. It would be helpful if the FAR were amended to allow for military spouse remote work on federal government contracts, when feasible and only exempt positions from this option if they have security concerns or require in-person presence. Additionally, it would be helpful if defense contractors were required to track and report the number of military spouses affected by such a policy change and the performance metrics one year, two years, and five years after implementation.

Conclusion

Military spouses represent a largely underleveraged, diverse pool of talent that would (or could) be an asset to the federal government's workforce modernization efforts. It is also a pool of highly skilled talent that, in many ways, not only wants, but needs, access to modern workplace practices and environments like access to remote work and, at times, flexible work hours, when possible. Remote work is merely a location. It does not determine the type, scope, or expertise of the work completed or the individual completing it. The time is now. As the federal government looks at ways it can modernize its workforce, tapping into the military spouse talent pool would be a logical solution to helping to solve the nation's military spouse unemployment crisis.

WITNESS INFORMATION

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Meredith Lozar is Executive Director of Programs & Events for Hiring Our Heroes. Hiring Our Heroes is an initiative of the U.S. Chamber of Commerce

Foundation. Meredith joined Hiring Our Heroes in 2019 as the Senior Advisor of Research and Innovation.

In her current role, Meredith leads the organization's strategic direction of military spouse and veteran programs, ushering the future of economic opportunity for military spouses and veterans. Meredith also directs the implementation of studies to address barriers to economic opportunity and builds partnerships that create global employment opportunities for military spouses and veterans. She also identifies and promotes various military spouse and veteran initiatives and serves as a subject matter expert on issues impacting military spouse and veteran economic opportunity. Her experience across the joint military space is an invaluable addition to the United States Chamber of Commerce Foundation.

Meredith has a history of creating, developing, and leading programs to assist and improve life for the military community. She currently sits on several Boards of Directors, including Child Care Aware of America and AFCPE®, and some of her previous leadership positions include roles at Armed Services YMCA National, Blue Star Families, National Military Family Association, Zeiders Enterprises and the Navy-Marine Corps Relief Society.

Meredith holds a Master's in Human Relations from the University of Oklahoma and a Bachelor of Arts in Psychology from Purdue University. She resides in Alexandria, Virginia with her active-duty USMC spouse, Nick.