



Fostering Growth:

Professional Development of State Association Staff



FUN FACT:

Seeing oneself in photos, especially those capturing positive emotions and deeper meaning, can activate the reward system, **boost self-esteem**, and **enhance happiness**. This is because viewing oneself in photos engages brain regions associated with self-referential processing and **self-affirmation**. *(Source: Google AI)*

Cheat code: Use action photos of staff in your professional development workshop presentation materials.



Today's Agenda

- The Case for Professional Development
- The Two-Pronged Approach
- NFHS Service to Membership
- Takeaway Notes & Resources



NFHS

**PLAY.
PERFORM.
COMPETE.
TOGETHER.**



The Case for Professional Development





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15,169,400 STUDENTS
19,943 HIGH SCHOOLS
51 ASSOCIATIONS
1 NFHS



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A DEEPER BREAKDOWN OF THE NUMBERS...

51

STATE ASSOCIATIONS

716

STAFF MEMBERS

(Source: NFHS 2024-25 Handbook)

19,943

HIGH SCHOOLS

15,169,400

STUDENTS



A SURVEY OF THE NFHS MEMBERSHIP

(Conducted October 2024)

35 STATES RESPONDED	443 REPORTED # OF STAFF MEMBERS	163 (36%) < 5 YEARS OF TENURE
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While this may indicate some turnover...

This is NOT unique to our industry.

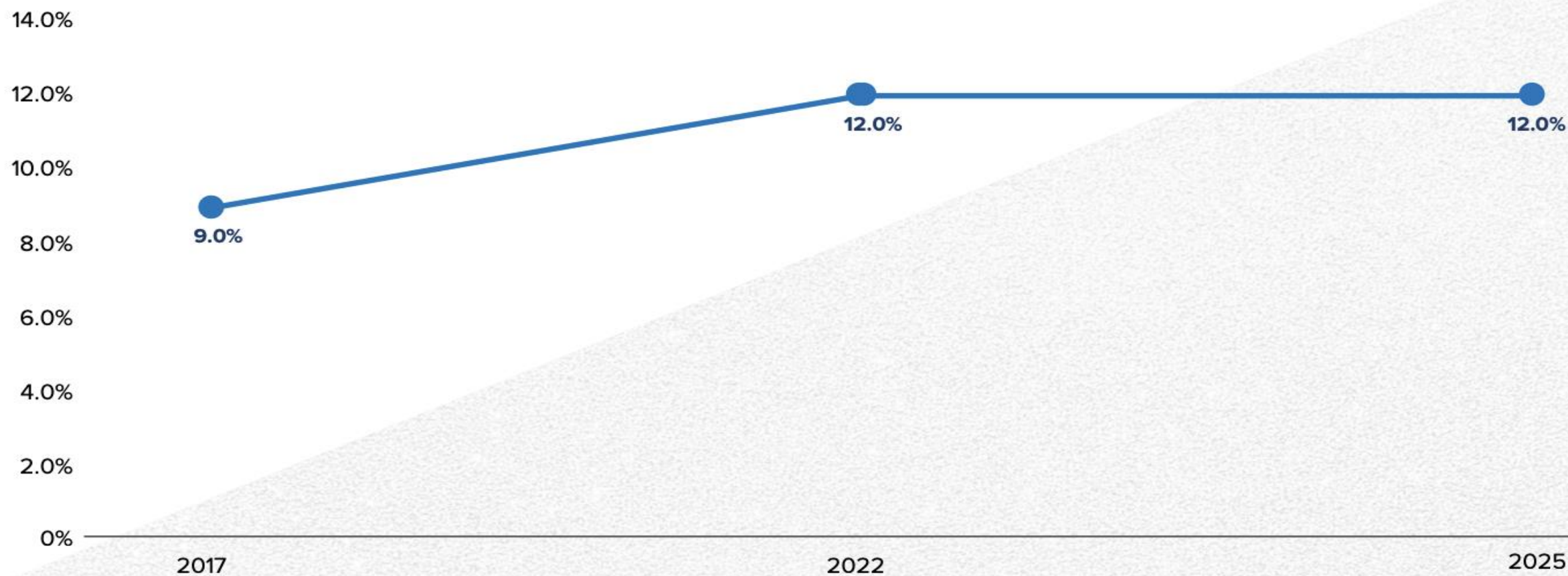


VOLUNTARY TURNOVER REMAINS HIGHER THAN PRE-PANDEMIC LEVELS

Annual Voluntary Turnover Rate



The rate at which employees enter and voluntarily leave a company in a given fiscal year. Results shown for 2017, 2022, and 2025 data.



Source: 2025 CHRO Benchmarking: Insights to Power People Strategy, SHRM, 2025.

WHAT MOTIVATES EMPLOYEES TO STAY?

Motivational factors frequently cited in research include:



Money



Recognition



Upward Mobility



**Training &
Development**

QUESTION

Is your employer (state association) responsible for your professional development/growth?

☒ YES

☐ NO

☐ MAYBE SO? IT DEPENDS?

A RESPONSIBLE EMPLOYER WILL...

- Recruit to retain.
- Create a **safe** and **structured** work environment.
- Promote a **culture of empathy, learning & development**, and **high performers**.
- Leverage the talent, skill, and expertise of all staff members to achieve service excellence.
- Provide support, **resources**, and guidance.
- Create opportunities that **foster collaboration** and **engagement**.



WHY IS PROFESSIONAL DEVELOPMENT IMPORTANT IN THE WORKPLACE?

Learning Organization = Highly Developed Staff

- Skills align with organization's objectives/needs
 - Create a high-performance workplace
- Quality programming & membership services
 - Membership & employee satisfaction



Gallup research shows that when **employees know**
and **use their strengths**, they are:

- ✓ more engaged (nearly six times more);
- ✓ have higher employee performance; and
- ✓ are much less likely to leave their company.

Source: Gallup 2024



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“The best employees will always seek development.”

-author unknown





Professional Development: A Two-Pronged Approach





Individual
(life-long learner | task focused)

&

All Staff
(learning organization | treatment focused)



Individual Growth & Development (Skills Framework)

Utilize Job Description & Performance Evaluation tools to:

- **Determine growth needed in current role.**
 - Conduct skills assessment; Generate a gap analysis; and
 - Determine training resources.
- **Determine development opportunities of a high performer.**
 - Consider establishing stretch goals as a first step;
 - Consider leadership training to keep employee motivated



Examples of Individual Professional Development

(experienced by NFHS staff)

Topics	
• Sport Management Certification	• Technology Certification
• Leadership Coaching	• Project Management
• Executive Assistant Conference/Training	• Event Management Exhibitions/Shows
• Adobe Professional Conference	• Field-Specific Licensing
• Access & Opportunity Conferences	• NFHS Learn Courses (unlimited)

All Staff Growth & Development

(Cultural Competency Framework)

Consider a staff engagement survey to assess the work culture to determine if the organization is:

- Building relationships through positive engagement.
- Fostering a culture of inclusiveness within the workplace.
- Embracing diverse backgrounds for cross-cultural harmony.
- Promoting collaborative thinking.
- Respecting individual differences.
- Supporting the development and growth of others.
- Demonstrating empathy and extending grace.



Examples of All Staff Professional Development

(experienced by NFHS staff)

Topics	
• Leadership & Business Acumen	• Maintaining a Positive Work Environment
• Emotional Intelligence	• 5 Behaviors of a Cohesive Team
• Microaggression	• Institutional Racism
• Workplace Equity	• Allyship
• DEIB Book Study	• Heart Intelligence Book Assignment
• SMART Goals	• Performance Management
• Technology Security	• Protecting Students from Abuse Course
• Staff Engagement/Team Building • -Community Service • -Retreats • -Staff Outings • -In-Office Gatherings	 The NFHS logo features a shield with a red and white checkered pattern and the letters 'NFHS' in white. To the right of the shield, the tagline 'PLAY. PERFORM. COMPETE. TOGETHER.' is written in blue and red capital letters.



NFHS Service to Membership

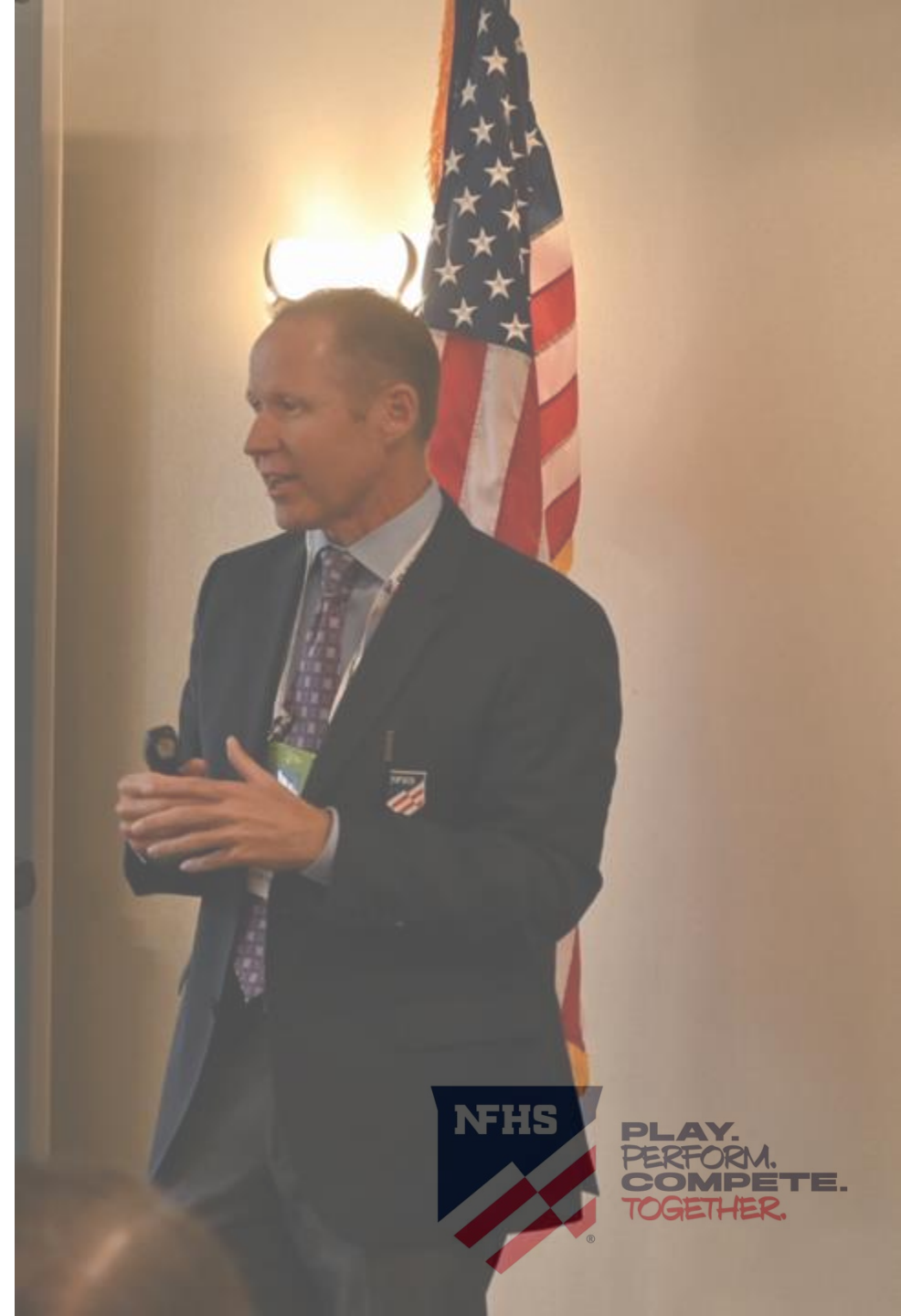




NFHS Strategic Plan

Strategic Direction 3:

Expand the role of the NFHS as a relationship builder and collaborative entity for state associations and relevant stakeholders through multiple digital and in-person growth opportunities.



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Learning Opportunities Coming Soon:

- NFHS 101 Onboarding
- Webinars
- Working Groups



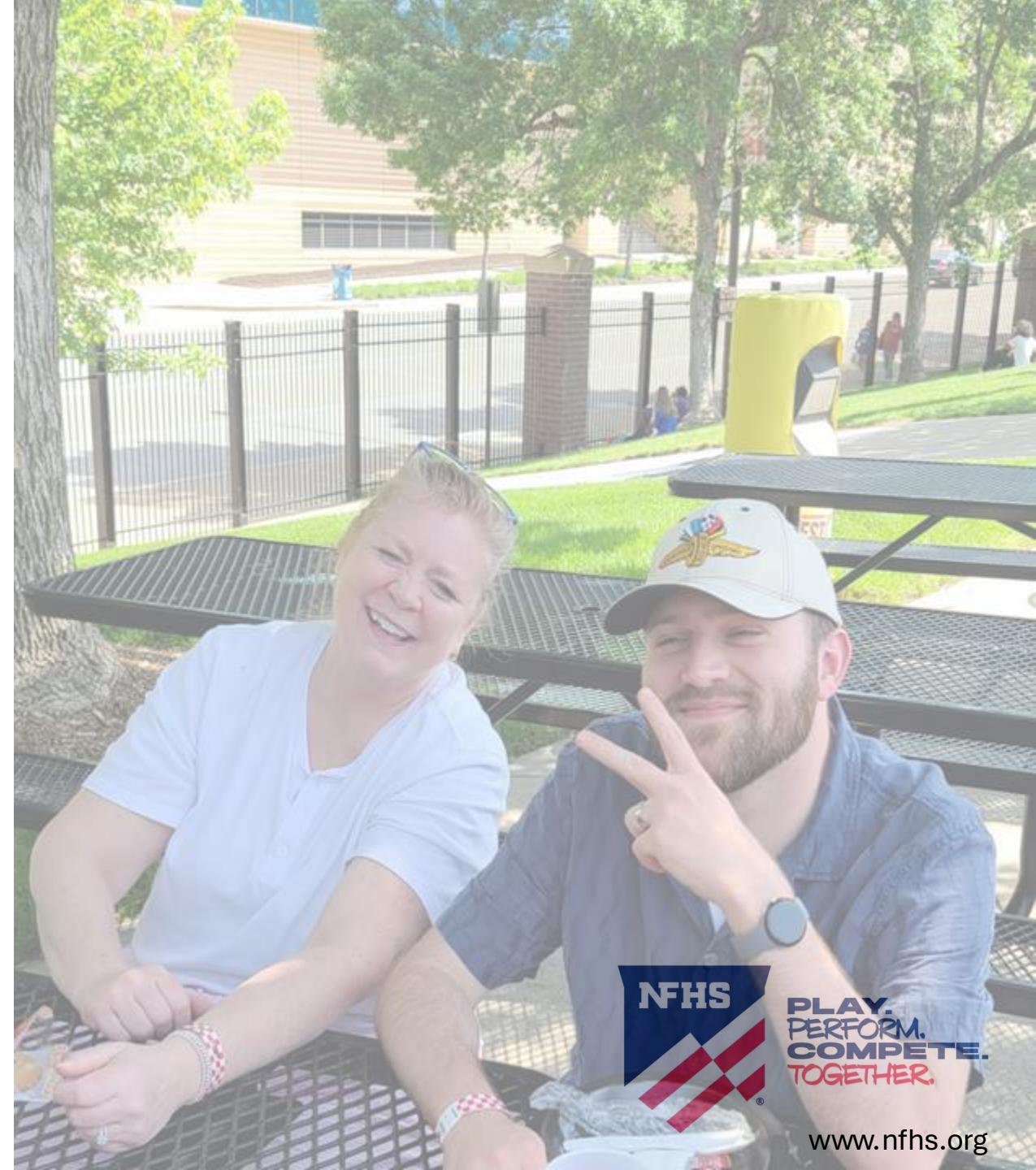


Takeaway Notes & Resources



Notes

- Start small. “Micro-Movements Matter”
 - Consider free resources such as personality assessment tools (DiSC) to start conversations about work styles and office culture.
- Review job descriptions to determine any skills gaps for individual professional development.
- As NFHS invitations are extended for future virtual workshops and training, consider permitting all association staff members to participate.



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Resources for You

Scan QR code for access to 3 turnkey workshop presentations:

- Language Matters – Microaggression
- Allyship
- Leadership & Business Acumen



THANK YOU.
CONTACT US ANY TIME!

Mautrice Meriweather
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POST-WORKSHOP INFORMATION

Professional Workshop Topics to Consider for Membership	
• Conflict Resolution/Communication	• Mental Wellness
• Staff Engagement/Camaraderie	• Artificial Intelligence
• Team Cohesiveness	• Technology Certifications
• How to Cross Train	• Eligibility Working Group
• Finance & Retirement Planning	• Work Culture
• Improving the State Championship Experience	• Developing Employees