

Table 4.2: Summary of the Six Climate Categories and Their Impact on School Climate

Category	Definition	Impact on School Climate
Leadership Support and Trust		
Support	The degree to which leaders provide guidance, resources, and encouragement	Sets the tone for the school's climate by fostering safety, trust, risk taking, and open communication
Trust	The sense of safety and reliability established through consistent, transparent, and fair leadership	Builds psychological safety, strong interpersonal relationships, and collective accountability, enabling collaboration, open communication, and high morale
Communication and Feedback		
Communication	The exchange of information, ideas, and feedback through transparent, open, two-way channels	Creates connection, alignment with goals, and shared understanding, reducing mistrust and disengagement
Feedback	Mechanisms for employees to express ideas and provide constructive feedback	Builds inclusivity, trust, and transparency, enhancing engagement and problem solving
Recognition and Professional Development		
Recognition	Systems and practices that validate employees' efforts and accomplishments	Motivates employees, reinforces positive behaviors, and fosters a sense of belonging and satisfaction
Professional Development	Opportunities for staff to learn and grow professionally to meet evolving challenges	Fosters continuous improvement and collaboration, enhancing skills and motivation
Work Environment and Educator Wellness		
Work Environment	The physical and psychological aspects of the workplace that influence productivity and satisfaction	Provides the foundation for staff well-being, enhancing morale, motivation, and pride in the school
Educator Wellness	Holistic health, encompassing physical, emotional, social, and psychological well-being	Supports engagement, reduces burnout, and strengthens collaboration and resilience among educators
Collaboration and Relationships		
Collaboration	Structures and practices that facilitate teamwork and shared accountability	Builds trust, collective efficacy, and innovation by encouraging mutual respect and shared goals
Relationships	Positive connections that foster trust, respect, and open communication among staff. Peer-to-peer trust facilitates open communication, collaboration, and mutual support	Enhances collaboration, reduces conflict, and promotes a supportive and cohesive environment
Role Clarity and Autonomy		
Role Clarity	Clear understanding of job responsibilities, expectations, and alignment with school goals	Reduces ambiguity and stress, fostering accountability and productivity
Autonomy	The degree of control individuals have over their work, including decision making and flexibility within their roles	Empowers innovation and ownership, balancing flexibility with accountability to drive engagement and motivation

By identifying gaps or deficits in the climate, leaders can take targeted actions to improve it. Due to the fluid nature of climate, creating climate stability is particularly crucial, as it ensures that faculty and staff experience consistency, reducing stress and fostering a sense of security. Schools with positive climates can foster trust, shared purpose, and continuous improvement, leading to better outcomes for educators, students, and the community.