Smells Like School Spirit: The Organizational Factors Affecting Targeted Student and Teacher Outcomes

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**Background**
Teacher burnout has been linked with adverse outcomes including:
- Impaired job performance
- Reduced job satisfaction
- Turnover & absenteeism
- Health issues

(Maslach & Leiter, 2016; Bakker & Costa, 2014)

Industrial-organizational psychologists may have a fresh perspective to offer in understanding and solving these problems.

**Methods**

**Phase 1: Focus Groups**
- Ask teachers targeted questions to gain insight into working conditions that may impact outcomes:
  - Two NC university-run laboratory schools
  - Two comparable public schools

**Phase 2: Survey**
- Use information from focus groups to create a targeted survey to be distributed state-wide

**Working Conditions**
- Lack of control and autonomy
- High demands
- School leadership

**Teacher Burnout**
- Exhaustion
- Cynicism
- Inefficacy
  (Maslach, Jackson, & Leiter, 1997)

**Student Outcomes**
- Test Scores
- Absenteeism
- Disciplinary Referrals

**Teacher Outcomes**
- Absenteeism
- Turnover
- Health

**Research Goals**
- Make a comprehensive model based on results from focus groups and targeted survey
- Propose interventions that can be carried out in North Carolina schools