

# Measuring Return on Investment (ROI) for Professional Development

A quick-reference guide to help leaders evaluate the effectiveness, impact, and value of professional development (PD) investments.

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## 1. Inputs — What Did We Invest?

Use these questions to understand resources committed before measuring impact.

- What resources (funding, staff time, materials) were invested in this PD?
  - Was the investment aligned to an identified core need or theory of change?
  - Were alternative PD options or delivery models considered before choosing this one?
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## 2. Activities — What Actually Happened?

These questions check whether the PD was delivered as intended.

- Was the PD delivered as planned (content, duration, attendance)?
  - Did the intended participants (teachers, coaches, leaders) attend and engage?
  - What follow-up supports (coaching, modeling, materials) were provided to reinforce implementation?
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## 3. Outputs — What Immediate Results Occurred?

Assess short-term, measurable results from PD.

- How many staff participated? How many hours of PD were completed?
  - What instructional artifacts or products were created (lesson plans, assessments, strategies)?
  - What evidence shows participants understood and could apply the new skills?
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## 4. Outcomes — What Changed in Practice or Student Learning?

Evaluate effectiveness through instructional and student outcomes.

- Did instructional practices change as a result of the PD? What evidence supports this?
  - Are student outcomes improving (achievement, engagement, behavior)?
  - Are the outcomes meeting expected benchmarks or targets? If not, what barriers exist?
  - What qualitative changes occurred (teacher confidence, student engagement, classroom climate)?
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## 5. ROI — Was It Worth the Investment?

Connect outcomes back to cost.

- Did PD outcomes justify the investment? Why or why not?
  - What is the cost per successful outcome (per teacher, per student, per proficiency gain)?
  - Were there higher-ROI alternatives that could have yielded similar or better results?
  - What modifications should be made to improve ROI in future PD cycles?
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## 6. System-Level Considerations — How Does This PD Support Long-Term Goals?

Position the PD within broader school or district strategy.

- How does this PD contribute to strategic priorities (improvement plans, Title I/II goals, equity)?
  - Is the PD scalable or replicable across schools or cohorts?
  - What structures or supports are needed to sustain implementation and results?
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### Quick Tip for Leaders

For the most accurate ROI assessment, pair **quantitative data** (student achievement, attendance, discipline, proficiency gains) with **qualitative data** (teacher feedback, coaching notes, classroom observations).

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