

**Appendix D**  
**Example of Completed MCU Four Column Matrix**  
(CSC Operational Art, AYXX)

Learning Outcomes	Assessment Measures	Summary of Results	Use of Results
1. Analyze campaigns and the operational art of warfare.	<p><i>Learning Outcomes 1 and 2</i></p> <p>Paper 1: One 10 page campaign analysis paper assessed with MCU writing rubric</p> <p><i>40% of grade</i></p>	<p><i>Learning Outcomes 1 and 2</i></p> <p>Paper 1 averaged 88%. <i>Noted weakness in thesis support paragraphs.</i></p>	<p><i>Learning Outcome 1</i></p> <p>Paper 1 – Add 1 hr review on writing guidelines and thesis development and support prior to 1<sup>st</sup> writing assignment.</p>
2. Discuss the linkages among strategy, operations and tactics that inform and shape campaign planning and design.	<p><i>Learning Outcomes 1 and 2</i></p> <p>Paper 2: One 3-5 page essay on Irregular Warfare assessed with MCU writing rubric.</p> <p><i>25% of grade</i></p>	<p><i>Learning Outcomes 1 and 2</i></p> <p>Paper 2 averaged 92%.</p>	<p><i>Learning Outcomes 1 &amp; 2</i></p> <p>Paper 2 – Results indicate accomplishment of learning outcomes. No change required.</p>
3. Explain the link between ends and means in strategy, operations and tactics.	<p><i>Learning Outcome 3</i></p> <p>Paper 3: Two page paper graded with MCU writing rubric</p> <p><i>10% of grade</i></p>	<p><i>Learning Outcome 3</i></p> <p>Paper 3 averaged 92%.</p>	<p>Paper 3 - Results indicate accomplishment of learning outcomes. No change required.</p>
	<p><i>Learning Outcomes 1-3</i></p> <p>Seminar contribution assessed using the MCU Student Contribution to Seminar Rubric. (3 submissions to IR)</p> <p><i>25% of grade</i></p>	<p><i>Learning Outcomes 1-3</i></p> <p>Good participation overall. Class average of 90% but notable lack of participation in Class 5406 Lebanon War and 5402 Falklands War.</p>	<p><i>Learning Outcomes 1-3</i></p> <p>Results indicate readings on both classes need to be updated to better prepare and engage students on the topic. Will provide a guest speaker next year to supplement class 5402.</p>
	<p>Results of Student Surveys – 80% favorability</p>	<p>92% favorability on student surveys</p>	<p>Results indicate student satisfaction exceeds acceptable levels.</p>