

# Master of Arts in Strategic Studies

## Program Overview

Associate Dean of Graduate Programs: James M. Ehrman  
Program Manager: James Dalton

The Master of Arts in Strategic Studies (MASS) is a 36 credit program for current and former military personnel from all uniformed branches who have successfully completed the BSSSDA, BSNSS, and other Norwich University Bachelor degrees in related fields. The MASS program builds on the education and experience of undergraduates by providing graduate-level coursework focusing on ends, ways and means and the challenges of nesting supporting objectives. Graduates of the program are equipped to carry out the changing mission of the U.S. military and to work collaboratively with agencies outside the Department of Defense on matters of national security.

The MASS program explores the relationship between politics and the many kinds of national power—from the use of diplomacy to the threatened use of military might. Although many strategic studies programs focus on the use of military means, the MASS program includes work in closely related fields such as intelligence, infrastructure, natural resource studies and inter-agency cooperation. As such, it has broad applications in non-security related areas such as leadership, technology, communication and strategic planning.

### Program Outcomes:

- Synthesize major trends in military affairs and the fundamental problems in civil-military relations;
- Analyze Western and Asian theoretical approaches to strategic thought and concepts of contemporary security;
- Evaluate the interrelationship of policy, strategy and operations;
- Analyze the relationships among tactics, operations, strategy and policy;
- Design a plan for the effective use of all the elements of national power to achieve a strategic objective.

## Requirements

### Curriculum Map/Plan of Study

| Term 1                           |   |           |
|----------------------------------|---|-----------|
| NT 510                           | Strategy and Policy                               | 6         |
| Term 2                           |   |           |
| NT 505                           | National Security Strategy: Theory and Frameworks | 6         |
| Term 3                           |   |           |
| GD 510                           | Theory and the International System               | 6         |
| Term 4                           |   |           |
| GD 530                           | Economics and the International System            | 6         |
| Term 5                           |   |           |
| NT 550                           | The Use of Military Force                         | 6         |
| Term 6                           |   |           |
| NT 560                           | Capstone Planning Exercise                        | 6         |
| Culminating Academic Requirement |   |           |
| NT 595                           | MASS Residency                                    | 0         |
| <b>Total Cr.</b>                 |   | <b>36</b> |

### Curriculum Requirements

The seminars in the Master of Arts in Strategic Studies have been carefully structured and sequenced to guarantee that prerequisite knowledge needed in subsequent seminars is obtained to optimize the learning experience, provide a mixture of topics in each seminar that evenly distribute the overall work load for the degree, and provide a blend of theoretical and practical oriented topics in each seminar.

## Capstone

The capstone planning exercise provides an opportunity for the student to integrate extensive research along with the concepts and principles of the program that results in student-derived plan to achieve a theater-strategic objective. Each student will complete the plan using all the elements of national power in concert with one another. The purpose of the capstone project is for the student to apply theoretical and methodological skills to real-world issues. The expectation of the program is that the capstone project will demonstrate a student's overall knowledge in the discipline and the skills necessary to achieve a mastery of strategic planning.

\* Denotes courses that have yet to be developed.

## One-Week Residency

All degree candidates of the Master of Arts in Strategic Studies are required to attend a one-week Residency Conference (<http://catalog.norwich.edu/onlineprogramscatalog/academicpolicies/graduationrequirements/>) on the Norwich University campus, during which they may attend professional presentations, participate in roundtable discussions with faculty, and present papers. The one-week residency is a degree requirement.

## Faculty

| Faculty Member                     | Institution at which highest degree was earned      |
|------------------------------------|---|
| James Dalton, MA (Program Manager) | US Naval War College                                |
| Angelo J. Collura, PhD             | Catholic University                                 |
| Christopher Costa, MA              | US Naval War College                                |
| Daniel Cox, PhD                    | University of Nebraska                              |
| Kevin Dougherty, PhD               | University of Southern Mississippi                  |
| Mary T. Hall, JD                   | University of Georgia                               |
| John Jennings, PhD                 | University of Hawaii                                |
| Brian Kupfer, PhD                  | Claremont Graduate College                          |
| Cynthia Levy, PhD                  | Zriayi Miklos National Defense University (Hungary) |
| Timothy Maynard, EdD               | Johnson and Wales University                        |
| Brett Morash, PhD                  | Salve Regina University                             |
| Robert Pauly, PhD                  | Old Dominion University                             |
| Samantha Powers, PhD               | Old Dominion University                             |
| Robert Sands, PhD                  | University of Illinois                              |
| Jeffrey Shaw, PhD                  | Salve Regina University                             |
| David Witty, MA                    | University of Pennsylvania                          |