A leader without either interest in or knowledge of the history and theory—the intellectual content of his profession—is a leader in appearance only.

This is particularly true among officers; after all, an officer’s principal weapon is his mind.

General Alfred M. Gray, Jr. (ret)
29th Commandant of the US Marine Corps
How Do Sources Help You?

1. Provide existing knowledge and data

2. Increase the quality, rigor, and integrity of your work

3. Model academic norms, rules, and integrity
Research: Explore, Share, Repeat...
Simplified Research Process

SOURCE CONTRIBUTIONS
- Research Question
- Hunt and Gather
- Analyze

YOUR CONTRIBUTIONS
- Write and Share

Repeat

Your thesis, paper, or article
I. Sources provide existing knowledge and data

- Save time
- Improve accuracy
- Demonstrate your understanding of a topic and state of knowledge
Famine and Conflict

Why Ireland exported food as thousands starved

Ireland, 1845–49.
20–25 percent died

India under British rule, 1876–78.
5.5 million people died

China, Cultural Revolution.
20–40 million died

North Korea. 1990s: lost millions.
2017: over 40 percent at risk

Nigeria, Somalia, Yemen, S. Sudan
2017: 20 million at risk
What types of knowledge and data?

1. **Descriptions**: What have others studied? What happened and when? What context do we need?

2. **Explanations**: How have others answered my question? Do their explanations make sense?

3. **Opportunities**: What’s debated? What’s missing?
Why do famines happen?

1. Descriptive Data
   - Definitions
   - Locations, dates, deaths
   - Refugees and IDPs
   - Impacts
   - Wars
   - Natural disasters
   - Economics
   - Regime types

2. History of Explanations:
   “Famines are caused by acts of God”
   “Famines are caused by poverty”
   “Famines are caused by policy decisions”

3. Opportunities: What hasn’t been well described or explained?

Why do governments implement policies that cause famine?
Why do governments implement policies that cause famine?

Psychopathic, revolutionary leaders?

State control of citizens?

International leverage?

Weak states?

Acts of war?

Neglect of war?
2. Sources can increase the quality, rigor, and integrity of your work

- Raise your confidence as you work
- Build analysis on a reliable foundation
- Transfer source’s reputation to yourself
What are “high quality” sources?

1. Trusted and transparent methods
2. Tested theories
3. Reputable organizations, publishers, and researchers

- Seek peer-reviewed, academic presses, and other trusted institutions
- Be alert to bias!
- Think critically, search deeply
Which is the “better” book?

Princeton University Press, 2015

*Eating People Is Wrong* and Other Essays on Famine and Its Past and Its Future

- World’s leading authority on famine
- Other key scholars

Cormac Ó Gráda

Walker Books, 2011

*Mao’s Great Famine*

- Scholar
- Univ. London;
- Hong Kong Univ.
- Chinese archives
3. Sources (and you) model academic norms, rules, and integrity

“Understand that you are accountable for your writing. You own what you write.”

—Admiral Richardson
CNO, U.S. Navy
“Now Hear This: Read. Write. Fight.”
June 2016
Look Smart

Sources reflect your character and knowledge

- You **bravely** enter debates
- You **respect** norms and standards
- You are **honest**
  - Data selections and presentations
  - Others’ ideas
  - Strengths and weaknesses

![Diagram of global arms export market breakdown]

- **Israel**: 2.3%
- **Ukraine**: 2.6%
- **Italy**: 2.7%
- **Spain**: 2.8%
- **Britain**: 4.0%
- **Germany**: 5.6%
- **France**: 6.2%
- **China**: 6.4%
- **Russia**: 23%
- **Others**: 11%

Figures are for 2012-2016

Source: SIPRI

![Graph of international transfers of major weapons, 1979-2018]

*The bar graph shows annual totals and the line graph shows the 5-year moving average.
Source: SIPRI Arms Transfers Database (22 Mar 2020).*
Look Smart

Accurate, thorough citations tell your readers:

- You are a **professional**
- You **respect** your readers’ intelligence and time
- Your own work most likely can be **trusted**
- Others can **confidently continue** where you left off
Be Smart

Don’t plagiarize....

No statute of limitations

US Army War College master’s
Col. US Army (ret.)
U.S. Senator John Walsh

Plagiarized master’s final paper
Former U.S. Senator John Walsh
Former National Guard leader
Former master’s degree
Be Smart

Practice core principles

➢ **SIGNAL** that which belongs to someone else:

“The only thing we have to fear is fear itself.”

*Franklin D. Roosevelt*

1933 inaugural address

As President Franklin D. Roosevelt explained to a nation on edge in his 1933 inaugural address, “the only thing we have to fear is fear itself.”

Everything—words, ideas, data, definitions, theories, and images—in your academic papers is assumed to be yours, *unless you tell your reader otherwise or it’s common knowledge.*
Fear can be a very powerful emotion that paralyzes some people and causes dangerous overreactions in others.

Sandra Leavitt
Be Smart
Practice core principles

➢ **Quote and cite** if you borrow *more than 5 words exactly* in a unique sequence

“After they tear-gassed us, we were no longer afraid.”

Unidentified nonviolent protestor
Hong Kong, July 2019, *NY Times*

➢ **Paraphrase or summarize, and cite**, rewriting the original in your own words and writing style

aka “The Uni-bomber”
When don’t you need to cite?

- **False** I didn’t know the rules.
- **False** I ran out of time.
- **True** I copied and pasted *my* idea from *my* NPS class paper into *my* thesis.
- **False** I forgot where the information came from.
- **False** I changed every 5th word in their sentence; isn’t that enough?
- **True** Anyone could have put those same words together, just as I did.
- **False** It wasn’t intentional, so it’s not plagiarism.
- **True** It’s common knowledge, written in *my* own words.
Final Tips

- Pay attention to source norms your readings

- Learn:
  - What and how to cite
  - Signal phrase, paraphrase, quote, and summarize
  - Note-taking
  - Citation management software, i.e., Zotero

- Ask for guidance (coaches, librarians, faculty, iThenticate)

- Bookmark libguide/nps.edu/citation

- Practice!
We are what we repeatedly do. Excellence, therefore, is not an act, but a habit.

Aristotle
(paraphrased)