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C. I. Hamilton

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including the virtual impossibility of failing students for any reason. Wiarda was told, as all PME faculty have been for years, that the students were his peers, an assertion that Wiarda found “laughable.” Nor was it true. Wiarda shows that the students were actually treated as his superiors and that he was expected to serve them accordingly.

Academics, for their part, have no understanding of the military obsession with hierarchy and procedure—also a point Wiarda mentions. Yet in this too-brief volume, the author does not explore either culture as much as his title promises. Too much space is taken up with anecdotes and score settling at the expense of discussing remedies, the stories and problems being presented without priority. In one example, Wiarda is absolutely right to decry the often sadistic manipulation of faculty contracts by some of the martinets for whom he worked. This is a widespread problem in the PME world. More time discussing the pressing need for a tenure system in PME, however, and less complaining about distractions (like student parking) might have been more productive.

There are other problems with the book as well. Although short, it is poorly edited—indeed, it seems not to have been edited at all. The same anecdotes appear again in different places, sections overlap, and there are avoidable lapses in grammar and spelling. An entire chapter, about Wiarda’s international travels while working for NDU, is out of place and disposable. Nonetheless, the book’s flaws do not obscure the reality of the problem. Successful and highly regarded educators from every major PME institution—including George Reed, Dan Hughes, Judith Stiehm, and Joan Johnson-Freese, among others—have stepped forward and written about the same issues.

While Wiarda’s narrative is flawed in tone, it is still an important step in illuminating serious and continuing problems in the PME community.

THOMAS NICHOLS
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This book explores the history of the development of naval policy making in the British Admiralty from 1805 to 1927, from the Battle of Trafalgar to the aftermath of World War I.

The author, C. I. Hamilton, a professor of modern European history at the University of the Witwatersrand, writes that he first became interested in this subject because he wished to know who did what at the Admiralty and how they did it. Reading this book answers those questions and introduces a rich tapestry of interesting historical characters and complex naval policy issues.

Although the book paints an analytically cohesive picture of naval policy issues that plagued would-be planners for over a century, it also contains many colorful historical details. Beginning in 1805 with Lord Barham, who at age eighty could run the navy almost single-handedly from his desk, the book deals authoritatively with thorny issues of naval administration and policy.

Many fascinating professional and civilian characters appear in this period. Only naval historians may initially recognize some, but there are many other
individuals who are well known, such as Benjamin Disraeli, William E. Gladstone, Winston Churchill, and Sea Lords John Fisher and John Jellicoe. The Admiralty was consistently an important department of the British government, but it was never a guaranteed stepping-stone for a First Lord to prime ministerial power. Churchill’s elevation in 1940 to prime minister arose from political considerations other than his having been a First Lord of the Admiralty.

The book illustrates how difficult it was during most of this period for any First Lord and his professional naval advisers to develop policy and administer a far-flung navy at the same time. Although day-to-day administrative matters almost always consumed attention, policy usually was made under crisis and only when it was demonstrably required, often without the benefit of any long period of careful examination. Personalities rather than processes usually drove its development, until the Admiralty finally agreed to the establishment of a permanent apparatus of policy making based on good record keeping. This important part of the machinery of government was especially necessary in times of rapid technological and various financial crises. Its effective achievement did not, however, come to fruition until the 1920s.

To assist in understanding these developments, the author has included useful appendixes. One sets out the names of the First Lords and naval professionals in the Admiralty. Another is a list of acronyms. Interspersed throughout the book are tables, which, for example, show the duties of the Lords and the structure of the Admiralty over time.

Naval historians will appreciate this well-researched and well-written and scholarly work, but even those without a detailed knowledge of the period will discover it to be an informative and agreeable read.

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Although not a historian, Laura Hillenbrand is an accomplished researcher and storyteller. In Unbroken she chronicles one individual’s tale of “the greatest generation,” revealing how war, particularly the Second World War, spun the lives of common, and not-so-common, individuals out of control and set them on trajectories that would otherwise have never occurred. It is also a tale of extraordinary endurance, incredible luck (both good and bad), and what can only be termed a remarkable ability to forgive immeasurable wrongdoings. Unbroken is the story of Louie Zamperini, a remarkable man who was, in succession, a streetwise “tough kid,” an Olympian, an Army Air Corps bombardier, an air-crash survivor, a Japanese POW, a veteran who suffered from post-traumatic stress disorder, and a born-again Christian. That he survived the war is incredible; that he lived to forgive his captors is unbelievable.

At the most basic level Unbroken is a classic “gripping yarn.” The story’s drama is all the more compelling because the adventures, perils, and triumphs are factual. Zamperini did run in the 1936 Olympics, on the same team as Jesse Owens. He spent forty-seven days in a life raft, covering more