

services have conducted or are conducting the same kind of review makes this inquiry even more critical.

Although Karlin sets an important and lofty goal for her analysis of the legacies of the Global War on Terrorism, *The Inheritance* has a much narrower focus. Because of her professional perspective and the senior rank and positions of the subjects of her interviews, *The Inheritance* provides legacies from the perspective of the senior military and civilian leaders who directed those wars. This includes an analysis of the effectiveness of the military's senior leaders and their inability to achieve strategic victory. It also discusses the challenges of civil-military relations from the Global War on Terrorism to the present. This senior-level perspective—which includes both the more recognizable commanders and advisors from the period, as well as a sizable portion of the subordinate generals and admirals who made and executed military plans and policies that have not made front-page news or treatment in studies of the wars to date—is an extremely valuable contribution to the literature.

Through interviews, the works of scholars of the military, poll results, social media bloggers, and Hollywood presentations, Karlin identifies three main crises that form the negative legacies from the post-11 September 2001 wars: a crisis of confidence in the military, a crisis of not caring for the military by the American people, and a crisis of meaningful civilian control between senior military officers and the civilian managers of violence in the Department of Defense, the White House, and Congress. With chapters explaining these crises, Karlin presents several issues that influenced them, including how the U.S. military goes to war, how the military fights, who serves in the military, who leads the military, and which theories of war are adopted and which ones are rejected. The book ends with general recommendations on areas that need to be addressed and overcome, more than any particular recommendation for how the military should come to terms with these legacies as it prepares for an era of competition between great powers.

For Karlin, the crisis of confidence represents the confusion of many service members about what the military does, how they do it, and why they should do it with respect to the lack of clear victory in the Global War on Terrorism. This is not a crisis

of the rank-and-file military but of the military's senior leadership, and their answers to why they did not achieve victory are telling. The general and flag officers Karlin interviewed expressed three reasons why they did not achieve victory: the military *did* achieve the victory of avoiding catastrophe at home by fighting abroad; the missions given to the military were impossible to win; and that victory was possible, but service members were failed by poor military and civilian leadership and given the wrong resources to achieve victory. The answers to the question of victory from senior military leaders would be a valuable contribution to a wider assessment of leadership over the past twenty years.

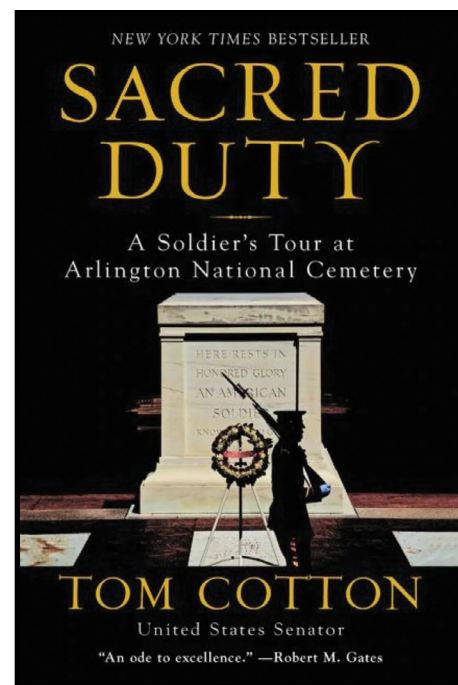
The crisis of caring focuses on the separation of the military from American society. Karlin identifies the concerns of generals and admirals about how isolated the military has become, as well as the problem of the military becoming a family business. The vast majority of Americans volunteering for service today come from families with a military background, thus further isolating service members from American society. Karlin identifies this as the biggest challenge the all-volunteer force has faced since its inception in the 1970s. However, neither she nor the generals or admirals she interviewed questioned the utility of the all-volunteer force based on this crisis. The logical result of decreasing the separation between society and the military would be an increase in concern about how and where the military is deployed. What would that do to the ability of civilian decision-makers to use the military for overseas missions to advance foreign policy goals?

The crisis of meaningful civilian control is the most straightforward and refers to the increasingly difficult relationship the military has had with the civilians in the national security enterprise. Again, this crisis of senior military leaders reflects the civil-military challenges of the recent conflicts.

Like many of the reports, studies, and after action reviews from the recent wars, Karlin's work raises many critical issues but does not treat any of them comprehensively. From how different secretaries of defense affected the promotion of generals to the integration of women into combat roles, each one requires a separate study or volume, or at least a broader treatment in the book. If there is any criticism to be made, it is that Karlin raises many important issues but does not explicitly state for the reader what

the short- and long-term implications of those issues are. Based on her interviews and professional experience, her perspectives on the implications of those issues also would have been an important contribution to the analysis of the post-11 September 2001 wars and their legacies.

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SACRED DUTY: A SOLDIER'S TOUR AT ARLINGTON NATIONAL CEMETERY

BY TOM COTTON

William Morrow, 2019

Pp. viii, 301. \$28.99

REVIEW BY CRAIG LESLIE MANTLE

What happens to us when we die? If buried at Arlington, religious considerations aside, the answer is simple: a perfect funeral. At least, that is the goal for members of the

3d U.S. Infantry Regiment, known as The Old Guard or America's Regiment, who perform funerals for privates and generals alike. The 3d, incidentally, is "the oldest active-duty infantry regiment in the Army" (51). Because families of the deceased get only one funeral for their loved one, members of the regiment believe that every interment must be a no-fail, zero-defect event, and they always are, with only the rarest exceptions. Through its seemingly impossible yet completely internalized standard of perfection, The Old Guard respects the decedent and honors their service and sacrifice to the nation.

But The Old Guard is about more than just funerals, even though they are "the priority mission" (284). Across the country, but especially in Washington, D.C., its members participate in events ranging from evening tattoos to retirement ceremonies, constantly guarding the Tomb of the Unknown Soldier, and welcoming foreign dignitaries at the White House or Pentagon. With the 3d consisting of "exotic units" (288) such as the Fife and Drum Corps, the Continental Color Guard, and the U.S. Army Drill Team, among others, the regiment is very much "the face of the Army" (198) to both the American public and, indeed, the world.

Sacred Duty by Senator Tom Cotton (R-AR) is part personal memoir, part history, and part behind-the-scenes exposé (in the most positive sense of the phrase): occasionally he recounts his time as a member of The Old Guard; he offers a brief yet enlightening history of Arlington itself, the Tomb of the Unknown Soldier, and the

3d Infantry Regiment from its colonial roots to its response to the attacks of 11 September 2001; and masterfully he lifts the veil on ceremonies otherwise shrouded in mystery. After outlining the selection processes for the different units that make up the regiment, he likewise is keen to describe the training required to make members of The Old Guard proficient in their various duties, which necessitates the highest devotion (and multiple tests along the way!).

Senator Cotton undoubtedly is well-placed to write this account. A lawyer by training (Harvard), he served two tours overseas, one with the 101st Airborne Division in Iraq and the other with a Provincial Reconstruction Team in Afghanistan; his time with The Old Guard divided his two deployments. Cotton writes with a free and effortless style, making page-turning very simple; it is not impossible to finish this 300-page book in three or four good sittings. His respect and admiration for the women and men of The Old Guard and their solemn responsibilities shines through but is not overdone, nor is his work polemic. If politics does not work out for the senator, he effortlessly could start a new career as a professional writer or journalist.

Not many books, to be sure, deserve the label required reading. This one, however, does. New members of The Old Guard undoubtedly would get something out of this book. However, the regiment does an admirable job of inculcating the meaning behind concepts such as duty, honor, and respect. Military members, and especially their families, probably would find comfort

in knowing that should they die in service, their remains, from the point of death through the dignified transfer at Dover Air Force Base to final interment at Arlington or elsewhere, would receive with reverence the "highest honors and utmost care" (291), as Cotton is at pains to describe. For members of the general public, knowing why their military does what it does can be beneficial.

Sacred Duty is an intimate and intensely emotional journey through service, death, and memory, that forces the reader to come face-to-face with the "nation's commitment to our fallen heroes" (276). If at times difficult to read—this reviewer freely admits to getting emotional more than once—it is also instructive as it demonstrates how genuinely and lovingly a country can mourn and remember its military dead. If society sometimes balks at tradition within the 3d, perhaps more so than anywhere else, "poignant, sacred rituals" (6) are a way of life . . . and for good reason.

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