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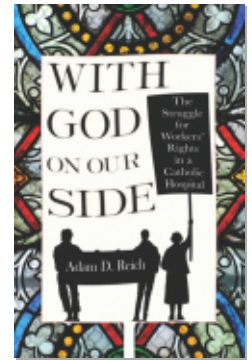
Published by

Reich, Adam D.

With God on Our Side: The Struggle for Workers' Rights in a Catholic Hospital.

1 ed. Cornell University Press, 2012.

Project MUSE. <https://muse.jhu.edu/book/24139>.



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ACKNOWLEDGMENTS

This book tells the story of a group of worker leaders, union organizers, and religious allies who overcame countless obstacles to help workers win a union election at Santa Rosa Memorial Hospital, a Catholic hospital in the small city of Santa Rosa, California, about an hour north of San Francisco. These leaders' humor, wisdom, and deep commitment to social justice represent for me what is best about the modern U.S. labor movement. Without their courage and their persistence, there would be no story to tell. I am especially grateful that many of these leaders have been willing to participate in this book. Among them, most of whom I have promised confidentiality, I would like especially to recognize Fred Ross Jr. and Eileen Purcell, who served as my mentors and coaches over the course of my involvement in the campaign. I also owe tremendous debts to Glenn Goldstein and Peter Tappeiner, two organizers on the campaign and ongoing sources of inspiration. Jim Araby, a political organizer on the campaign and a close friend, has read several versions of this project and offered valuable feedback throughout. His breadth and depth of knowledge about

the labor movement and about modern American politics has helped me immensely as I have tried to connect the lessons of Santa Rosa with the challenges facing the labor movement more generally. He has also been a steady source of moral support in the more difficult days of the writing process.

During my work on the campaign I came to know many religious and community leaders who supported workers in their unionization struggle and deserve special recognition. Monsignor John Brenkle, Father Angelito Peries, Father Ramon Pons, Reverend Blythe Sawyer, Reverend Chris Bell, JoAnn Consiglieri, and Stephen Harper are only some of the many leaders in Sonoma County whose ongoing work gives me hope that meaningful social change is possible.

The publication of a book, it turns out, is a kind of organizing project in itself. Throughout the process, Michael Burawoy has consistently offered a critical eye and supportive ear. He has read and edited countless drafts of the manuscript, but as importantly has encouraged me to pursue a life that balances scholarship with practice, a commitment out of which this book has emerged. Along the way, several other scholars have helped shepherd this project to publication, among them Kim Voss, Ruth Milkman, and Steve Early. Years of conversation with Marshall Ganz about the art and craft of organizing have also helped to inform this project.

At Cornell University Press, Fran Benson, Suzanne Gordon, and Sioban Nelson have been an especially remarkable group of editors with whom to work. Suzanne even came to Berkeley and helped me reshape my introduction in person, with both of us huddled over my laptop in a busy coffee shop. Thanks to Susan Specter and John Raymond for their attention to matters both large and small. The book is much stronger as a result of their editing. Thanks also to an anonymous reviewer solicited by the press who gave quite thorough and thoughtful feedback.

The roots of this project go back even further. My father, Robert Reich, has advocated on behalf of working people since before I was born. He is a role model as an engaged intellectual, not to mention a role model as a father. He was also an enthusiastic participant in the St. Joseph Health System campaign. My mother, Clare Dalton, is even more of a radical—first as a legal scholar and advocate for victims of intimate partner violence, and more recently as an acupuncturist. Her journey continues to inspire me to follow my own conscience, wherever it may lead. Thanks to both

of them for changing my diapers, for feeding me, and for giving me the right values.

Finally, I would like to thank Teresa Sharpe, my partner, to whom I have dedicated this book. Teresa's own work on the labor movement demonstrated to me how one might balance one's social justice commitments with careful analysis and critique. The first time we met for lunch, over burritos on Berkeley's campus, she shared with me her experiences working for a union while attending graduate school, and encouraged me to do the same. And as our friendship blossomed into marriage and into parenthood, she and I have continued to wrestle with broader questions about worker power and the cultural significance of work—that is, when we're not wrestling with our toddler, Ella.

