Learning Targets
• Read an argument and analyze how the author builds it.
• Write an essay that explains how an author builds an argument to persuade an audience.

Preview
In this activity, you will read an editorial and analyze the author’s use of argument and persuasive techniques.

Setting a Purpose for Reading
• Underline any specific words or phrases that appeal to logic or emotion and are designed to persuade a reader.
• Put a star next to the main claims the author makes.
• Circle unknown words and phrases. Try to determine the meaning of the words by using context clues, word parts, or a dictionary.

ABOUT THE AUTHOR
Kathleen Kingsbury (b. 1979) edits the Ideas section for the Boston Globe. After graduating from the Columbia School of Journalism, she worked at CNN and then at Time Magazine as a reporter and a business correspondent based in Asia. She won the Walker Stone Award for Editorial Writing and the Pulitzer Prize in 2015 for a series of stories on the low wages of restaurant workers, called “Service Not Included,” which ran in the Boston Globe. The following editorial is from that series.

Editorial
Diners should pay attention to workers, not just the food

December 29, 2014
by Kathleen Kingsbury for The Boston Globe

1 Americans have started to care deeply about how their food came to be. At restaurants, we ask probing questions: Are the greens organic? Were the cows grass-fed? We fret over whether our chicken could run around the farmyard. We take comfort in knowing that the pickles were prepared in-house, and that the cucumbers came from just an hour away. In short, we’ve come to demand high quality and sustainable sourcing in every part of a restaurant’s operation.

2 Well, except in how the employees who work there are treated.

3 In a series of editorials over the past year, the Globe has detailed the challenges that food service workers routinely face: wages too low to live on, minimal job security, few organizing rights, the risk of wage theft, and even human trafficking.

sustainable: able to be maintained
4 These are all indecencies that, theoretically, should fall to lawmakers to address. But political will in Washington to raise the minimum wage has stalled, and labor enforcement, at both the federal and state levels, has been ineffectual.

5 No, more humane working conditions in restaurants aren’t likely to arrive until patrons start demanding them as part of their dining experience, too.

6 Contrary to the protests of industry bigwigs and some politicians, there is room in restaurant economics for higher pay and benefits—if customers are willing to pay a little bit more.

7 Ask top executives at Chipotle Mexican Grill. The burrito chain has achieved record margins and robust sales in recent years as Americans (and Europeans and Canadians) embrace its “Food with Integrity” motto. The company does offer its employees some luxuries rare in its industry—quick advancement, health insurance, regular full-time shifts, for instance—but its average wage for non-managers works out to be just slightly above $9 per hour (including bonuses).

8 Yet, in discussing proposals for a $10 minimum wage, Chipotle’s chief financial officer, Jack Hartung, shrugged it off. “A move to $10 would have an effect, but not too significant,” Hartung told analysts last January. In other words, an extra buck an hour isn’t a major threat to Chipotle’s bottom line, but the chain is also in no hurry to get there. For the Chipotle “crew member” trying to support a child, a raise to $10 represents a 11 percent pay hike and can mean the difference between making rent and being evicted, paying the gas bill, even putting enough food on the table.

9 Already, plenty of eateries and smaller chains in the Boston area … have committed to compensating hourly employees more than the bare minimum: Shake Shack, Boloco, the Salty Pig, and Coda in the South End, Canary Square in Jamaica Plain, Porters Bar and Grill near North Station, Haley House Bakery Cafe in Roxbury.

10 In addition to a minimum wage of $10, Boloco offers employees at its burrito joints other perks, including 401(k) matching, transportation subsidies, and English-language courses. Virtue isn’t the only reward: “There are quantifiable savings in terms of lower turnover and training costs,” said CEO Patrick Renna. “Happier employees mean better service and higher customer satisfaction.”

11 But customers shouldn’t wait for other restaurant owners to figure that out on their own. The dining public must show that it wants better treatment for workers. Here’s how:

- Demand intelligence. Unlike health code violations, an eatery’s bad labor practices aren’t regularly catalogued in any city-run online databases.
- Patronize the good guys … Pay attention to online reviews that mention good labor practices. Tell owners that’s why you are there. Tell your friends, too.
- Tip in cash. Servers who make the tipped minimum wage ($3 in Massachusetts as of Jan. 1) often must rely on generous tippers to make up most of their take-home pay. And, as backwards as it sounds in an electronic age, wait staff report that leaving cash is the best guarantee your tip will end up in the right pocket.
- Push for higher wages and workers’ rights. The Fight for $15 campaign continues. Polls suggest most Americans support an increased minimum wage, so be vocal about it.
Taking a Stand Against Exploitation

12 Being a more conscientious consumer will pay off in unexpected ways. Restaurants today lie at the heart of 21st-century American life. These employers aren’t headed overseas; for the foreseeable future, millions of Americans will wait tables, cook food, or wash dishes for their livelihoods.

13 Meanwhile, an ever-more-frazzled public eats out instead of cooking at home. Neighborhood development and redevelopment plans increasingly hinge on attracting new restaurants. Having that local eatery on the corner, or a perhaps short drive away, has become an intrinsic part of what makes a community feel liveable.

14 That’s all the more reason for customers to make sure their friends, neighbors, and family members who work in these vital businesses earn enough to live on. And when restaurateurs, from small chef-owners to fast-food giants, see customers paying closer attention to equity in their industry, they’ll know what to do.

Second Read

• Reread the editorial to answer these text-dependent questions.

1. Key Ideas and Details: What topic does Kingsbury introduce in paragraph 1? Following that introduction, what is the effect of paragraph 2 on the reader?

2. Craft and Structure: Review paragraphs 3 and 4. How does the use of the word indecencies affect the tone of the article? What kind of appeal is the author using with this word choice?

3. Craft and Structure: What is the author’s purpose in paragraph 8, where she describes the impact of a higher minimum wage on Chipotle’s bottom line and on restaurant workers?

4. Key Ideas and Details: What element of an argument is displayed in the section with a bulleted list? What rhetorical appeal is used? Cite text evidence.
Working from the Text

5. Taking an editorial apart and looking at its details can help you to determine how the author built his or her argument. With a partner, use this graphic organizer to create an outline of the main argument and details of the passage. Be careful to use your own words to paraphrase or summarize each section of the editorial, and check to make sure that your summary is accurate.

Claim or main idea: _________________________________________

Reason 1: ____________________________________________

Details given as evidence:
• ____________________________________________
• ____________________________________________
• ____________________________________________

Reason 2: ____________________________________________

Details given as evidence:
• ____________________________________________
• ____________________________________________
• ____________________________________________

Reason 3: ____________________________________________

Details given as evidence:
• ____________________________________________
• ____________________________________________
• ____________________________________________

Check Your Understanding

Review your organizer. Choose the detail you think is most important to the author’s argument and explain to your group what makes it so important.
Explain How an Author Builds an Argument

As you reread the passage, consider how Kathleen Kingsbury uses:
- evidence, such as facts or examples, to support claims
- reasoning to develop ideas and to connect claims and evidence
- stylistic or persuasive elements, such as word choice or appeals to emotion, to add power to the ideas expressed

Write an essay in which you explain how Kathleen Kingsbury builds an argument to persuade her audience to support better treatment for restaurant workers. In your essay, analyze how Kingsbury uses one or more of the features listed in the directions (or features of your own choice) to strengthen the logic and persuasiveness of her argument. Be sure that your analysis focuses on the most relevant features of the passage.

Your essay should not explain whether you agree with Kingsbury’s claims, but rather should explain how the author builds an argument to persuade her audience.

Independent Reading Checkpoint

Review your independent reading and analyze examples of how authors use evidence in argumentative essays to support their claims about particular issues. Examine and take notes about how specific issues resonate across cultures to inform your writing for the Embedded Assessment.