



DANIELS

COLLEGE OF BUSINESS

UNIVERSITY OF DENVER

DEPARTMENT OF MANAGEMENT

January 20, 2015

To Whom It May Concern:

I had the honor of serving on the Colorado Pay Equity Commission when it was established in 2007, through the completion of our report in 2008. I understand that the Commission will sunset this year if not extended by the legislature. I am writing to urge you to stop this from happening.

In my understanding of when it is appropriate to sunset a program, it is when the program is when it has been deemed "obsolete," that is, when there is no continued need for its existence. Additionally, a program can be found to be inefficient, ineffective, or unaccountable. For a variety of reasons, I argue that none of these bases for sunset apply to the Colorado Pay Equity Commission.

First, there clearly continues to be a need to examine pay equity in Colorado—its sources, its effects on the larger society, and its remedies. Pay equity is a particular concern for African American women and Latinas, and for single women heads of households in Colorado. The effects of pay inequity often look only at the effects on company profits and fail to consider larger societal issues. For example, we reported, in our 2008 document, that the effects of pay inequity in Colorado lead to future generations being raised in poverty, making us less able to compete for business, and more dependent on welfare programs and higher taxes. Also, when all employees are paid what they are worth, they will spend and participate in a recovering economy.

Second, far from being ineffective or inefficient, the Commission provides important and effective support for pay equity in the state. The Commission created a marketing plan, a website, made community presentations, developed a best practice inventory, and simply put, has helped to make the State of Colorado a model employer.

Finally, it would be impossible to argue that the Commission lacks accountability. The work of the Commission is fueled by the contributions of a diverse set of citizens, working on a *pro bono* basis, accomplishing high value output for the state.

I trust you will consider these arguments and join us in supporting the extension of the Colorado Pay Equity Commission. Please contact me if you wish to receive addition information.

Respectfully,

A handwritten signature in cursive script that reads "Cynthia V. Fukami".

Cynthia V. Fukami  
Professor of Management  
Associate Chair, Department of Management