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THE PARTHENON

Marshall University

Huntington, W.Va. 25701

Friday, January 14, 1983

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Cuts to shorten summer term

Reductions to bring furloughs

By Christopher Swindell

CHARLESTON -- Faculty and other university employees will be furloughed a minimum of either five or seven days during the current fiscal year and summer school will be eliminated prior to June 30, the Board of Regents announced Thursday.

At a press conference, the Rev. Paul J. Gilmer, BOR president, said nine-month employees will be furloughed a minimum of five work days while 12-month employees will be laid off a minimum of seven days.

The layoffs will not take effect until after March 14 and will affect about 8,000 employees in the BOR's system.

However, the furlough will not affect employees involved in essential patient care at West Virginia University Hospital, according to Dr. James Young, vice chancellor for health affairs for the BOR.

"This includes such direct care providers as nursing, laboratory pharmacy, ancillary care and other essential services," Young said.

Less than 18 percent of the BOR's employees are on 12-month contracts and most of those are at WVU, Dr. David Powers, vice chancellor for academic affairs, said.

Gilmer said he does not expect the Legislature to appropriate money to prevent the layoffs.

During his State of the State address Wednesday, Gov. John D. Rockefeller IV directed all state agencies, except elementary and secondary education, to submit plans for a 10 percent budget reduction for this fiscal year, subject to his review and approval.

For the BOR and its institutions, the reduction amounts to \$16,704,391 - 7 percent more than the 3 percent freeze already in effect.

The BOR will reduce current expenses, repairs and alterations, purchases of equipment and additional personal services to achieve the reductions, Gilmer said.

"However, the board is deeply concerned about the potential effects of such cuts on the state's most critical investment in its own future - the education of its citizens," Gilmer said.

BOR Chancellor Robert R. Ramsey, said each institution would first submit its plans for the spending reductions to the BOR and that each institution would decide when it would furlough.

Ramsey said presidents of the colleges and universities are expected to report on layoffs and any other cuts by next week.

Ramsey said the options include elimination of what would be final exam week or doing away with spring break to shorten the semester.

"The time will be flexible and will be left to the discretion of the institutional presidents," he said.

Ramsey said accreditation of programs probably will not be affected.

As for the governor's request to eliminate funds for the West Virginia School of Osteopathic Medicine, Gilmer said he had "mixed feelings" and that the BOR still was working under guidelines set forth earlier.

"We are still requesting a 15.2 percent increase in funds for the school and the request still stands," he said.



EDITOR'S NOTE: Gov. John D. Rockefeller IV Wednesday night made several major announcements concerning higher education during his State of the State address.

Many of the most significant dealt with his solution to the \$91 million revenue shortfall predicted for the state at the end of the fiscal year if present spending levels continue.

Several of those announcements will have a profound effect on Marshall's faculty, staff and students, as well as the future of higher education.

Today, we look at the issues surrounding Rockefeller's proposals to the Legislature and his orders for budget reductions from state agencies. We also look at the Board of Regents' decisions regarding the 10-percent spending reduction and how they will affect Marshall.

This is the second special issue The Parthenon staff has prepared this semester to keep the Marshall community abreast of the budgetary situation.

Our first regular edition of the newspaper for the semester will be published Thursday. However, many events and decisions may be made within the next week regarding budget cuts at Marshall. If necessary, The Parthenon will continue to publish special editions to keep you informed.

Officials meet today to define effects of cuts

By Sara Crickenberger

Top university officials said Thursday they had little information concerning Gov. John D. Rockefeller IV's 10-percent budget cut except the content of the State of the State Address given Wednesday night.

However, the administrators said efforts are under way to define the effects the cuts will have on Marshall.

President Robert B. Hayes said he is awaiting further guidelines about the implementation of the budget cuts. He said he expects to have more information this afternoon.

"I don't know what I am reacting to yet," he said. "I thought we would have them (the guidelines) today. I only know what you heard on TV last night."

Hayes said he did not know the exact date the university's report outlining specific cuts was due to the Board of Regents, but he said he understood it would probably be due early next week.

"No matter which way you go, there is not much difference from the 4.3-percent cut," Hayes said. "Only the magnitude changes."

Provost Olen E. Jones said, "We are going from bad to worse."

Jones said members of the adminis-

tration have been meeting to discuss the budget cuts, but they have reached no final conclusions.

He said members of the administration will be meeting with department chairmen, members of the Dean's Council, chairmen of standing committees, a representative from the staff advisory council and the president and vice president of the student body at 2 p.m. today in Memorial Student Center Room 2W22.

"We hope to have a resolution, or at least look at the situation, right then," Jones said. "The figures we are dealing with right now are tentative and have to be reviewed. We hope to come to a final resolution at the two o'clock meeting."

"I am concerned about people and programs. Unfortunately, 1,600 state employees have to be laid off. All of us are deeply concerned about the state economy."

C.T. Mitchell, director of University Relations, said the president and other members of the staff are developing plans to meet the requirements of the 10 percent cutback.

"All I can tell you is that the process is under way to develop a plan," Mitchell said.



President Robert B. Hayes



Provost Olen E. Jones

Governor proposes aid for medical costs

Public Employees Insurance Board ailing

By Edgar Simpson

State employees counting on money from the Public Employees Insurance Board for medical costs could be in serious trouble if the Legislature does not bail out the flagging program, according to Ray A. Nissan, director of personnel.

Gov. John D. Rockefeller IV proposed a \$14.8 million appropriation to the board Wednesday night in his State of the State address.

Nissan said the board has been short of several million dollars and is hold-

ing recipients checks until the day-to-day income can cover them. The board is making payments, but they can be behind as much as six weeks, he said.

"It is a dilemma," he said. "West Virginia is very liberal with employees. When finances get tight that's one of the first things looked at."

It may be because of the state's liberal coverage policy that the board finds itself struggling now, Nissan said. He said West Virginia offers full coverage to an employee's dependents compared to the private sector which generally only provides partial or no

payment for dependents.

Solutions to the problem could range from limiting dependent coverage, eliminating it altogether or even limiting employee coverage itself, Nissan said.

"Theoretically, the state could just say 'we don't have enough money to provide this benefit anymore,' but I don't think they will," he said.

Health care providers are generally understanding of anyone paying medical bills through the state but the patient is ultimately responsible for payment regardless of action in the

Legislature, he said.

Nissan said he had no figures concerning the number of Marshall employees currently filing claims with the board but considered the number substantial.

"Maybe 90 percent of the cases we don't know about. We would only become involved in the filing process if someone had problems," he said.

Since all state employees are covered under the same plan, Nissan said Marshall's budgetary problems would make no difference in collecting payments.

If osteopathic goes, is MU med school next?

Medical official at Lewisburg says it is a possibility

By Kevin Thompson

One official at West Virginia School of Osteopathic Medicine said that he is optimistic about the future of his school. However, if WVSOM is disbanded, he believes Marshall will lose its medical school next year.

Dr. Kirk Herrick, WVSOM dean for Academic Affairs, said that because WVSOM and Marshall are the "step-sisters" of the West Virginia medical education system they must support each other.

In his State of the State address to the Legislature Wednesday, Gov. John D. Rockefeller IV suggested the osteopathic school, located in Lewisburg, be closed, with the effected students being "absorbed" into the medical schools at Marshall and West Virginia University.

In his speech, Rockefeller said "West Virginia cannot afford three medical schools. Someone is going to have to bite the bullet on this medical school issue and I'm going to do it. Our future demands it. Our budget makes it imperative."

Herrick said his optimism about the future of the school stems from the belief that because WVSOM primarily serves rural areas, legislators from such areas will block Rockefeller's attempts to cut funding to the school.

"If there are any political ramifications to it (Rockefeller's proposal) the legislature has always been strongly with us," Herrick said.

John Glover, WVSOM student government president, said "Coming from the governor it sounded pretty ominous. After it settled some of the questions were answered. It's all going to depend on the legislature."

"I have a feeling that the governor's address has made many recommendations that he feels could save the state money," he said. "I feel the legislature has to do an independent study."

Rockefeller's proposal was greeted with shock by officials at all three of the state's medical schools.

"I was totally shocked by it," Herrick said. "I think our students and our employees felt the same way."

Robert W. Coon, dean of Marshall's medical school, said "I was caught totally by surprise. I haven't had a chance to discuss the situation so I really don't have any answers."

John Jones, vice president of West Virginia's medical school, also said he was shocked.

'I'm not concerned with the survival of the Marshall Medical School. It has demonstrated major contributions to the welfare of the state.'

Robert W. Coon



Herrick disputed the governor's contentions and said the proposed cut could be counterproductive.

Transferral of the school's 228 students would force WVU and Marshall to hire more professors to handle the extra students, he said.

Herrick also said he thought WVSOM was more cost-efficient than the other medical schools in the state because it has no hospital and few full-time faculty members.

He said the per student cost at WVSOM is about \$15,000 annually and it is close to \$30,000 per student annually at WVU.

Dr. John Jones, WVU Medical School vice president, said "They are just guessing (at the WVU cost per student)." He said because there is no standard method of determining cost per student he could not provide such a figure.

"The impact on the (WVU) medical school is very strong," Jones said. "At times like these we all have to share in the hardship and we certainly are."

Herrick said Rockefeller's proposal to transfer students to WVU or Marshall is an impossibility. The curriculum at the schools are incompatible, he said.

Coons said he had no idea whether transfer students from WVSOM could be accommodated.

"It would depend very much on how it (the transfer process) would be done," he said. "We have to take a hard look at the situation."

He said if the governor's suggestion is adopted by the Legislature, the three medical institutions will have to negotiate terms for the transferral of the students from Lewisburg to the other two schools.

Jones agreed with Coon, saying that he was not an expert in osteopathic cur-

riculum but the three schools would have to negotiate any transferral of students.

Herrick said WVSOM and Marshall serve a vital need for doctors in rural West Virginia.

"I feel the charge of our school, as well as Marshall's (medical school), is to provide rural physicians. We are in a rural area and to a great extent we have placed physicians in rural areas."

Of the 87 WVSOM graduates not involved in post-graduate work or in the military, 50 are now working in West Virginia.

Herrick disputed Rockefeller's claim that West Virginia does not need three medical schools. There is a demand for doctors in the rural portions of the state because many of WVU's graduates leave the state for higher paying jobs, he said.

Jones said 50 percent of WVU Medical School graduates remain to work in the state.

"We have a number of graduates in rural areas as well as in urban areas," he said.

Arnold Margolin, state director of finance and administration, said "We are hoping that the school (the osteopathic school) would be able to continue by finding other funding."

WVSOM has not created a contingency plan to deal with the possible funding removal, Herrick said. He said the school could not become a private institution and remain in its present form.

The tuition is now about \$1,300 annually, he said. "As a private school the tuition would be between \$12,000 and \$15,000 annually. Our students can barely afford what they are paying now. The students would all be gone."

Herrick said the school's newly accepted applicants are probably the most discouraged by the proposal.

Glover said "One big problem is that students aren't just out to get a medical

education. They really go to school here in Lewisburg to get an osteopathic education."

In addition to the specter of losing an osteopathic school, West Virginia could also lose part of its supply of podiatrists, veterinarians and optometrists.

Under an agreement with the states of Maryland, Mississippi and Georgia, WVSOM reserves positions in each class for residents of those states, while those states reserve positions in the above mentioned fields.

Glover said contract students at WVSOM were especially apprehensive about the proposed cuts in funding because they may not be accepted into the programs at WVU or Marshall if WVSOM closes as the in-state students would be.

Two years ago, the governor suggested changing the institution from a four-year curriculum to a two-year curriculum. He said the students and employees associated with the institution at that time are optimistic about their school's survival.

He said soon after the governor's speech a newly accepted applicant phoned him and said, "I applied to only one medical school. I want to be an osteopath. I applied only to your medical school. That leaves me with no place to go to school and I don't want to go to WVU."

AFT chapter has no plans to strike now

The American Federation of Teachers has no plans to walk out or strike at this time, according to Dr. William H. Paynter, president of the AFT at Marshall.

After Wednesday night's State of the State address by Gov. John D. Rockefeller, Paynter, who is an assistant professor of social studies, said that the AFT had adopted a wait and see attitude in reaction to the address.

"We have planned no action until we have received more concrete information," Paynter said.

The AFT, which is a member of the AFL-CIO, plans to lobby in the legislature for higher education.

"Gov. Rockefeller definitely favors elementary and secondary education over higher education," he said.

FOR THE RECORD

Hayes should seek faculty, staff input

Marshall University faculty, staff, students and the institution itself are in dire trouble.

Everyone has been demoralized and angered by proposals made by Gov. John D. Rockefeller IV in his State of the State address Wednesday night.

Rockefeller once again has shown little support for higher education.

In his annual address to the Legislature, Rockefeller said there is no end in sight to the state's financial problems. He said he was not happy with the proposals but that he had no choice.

The governor ordered a 7-percent spending cut on state agencies financed through the general revenue fund for the current fiscal year. That cut is in addition to a 3-percent reduction ordered by the governor in November.

This 10-percent cut probably will mean shortened second semesters at state colleges and universities, furloughs and/or layoffs of faculty and staff members and salary reductions. State agency chiefs, including university officials, have until Monday to prepare reports on how they will comply.

Because of uncertainty of where cuts will come, most faculty, staff and students are running around like proverbial chickens with their heads cut off. Few seem to know what to expect

When preparing the plan for the 10-percent cut, we urge (President Robert B.) Hayes not to take it upon himself and a select few to prepare the plan without faculty, staff and student input.

regarding the possibility of salary reductions, a reduced semester and furloughs or layoffs.

The blame for this lies with President Robert B. Hayes. Hayes and other state agency heads submitted two spending plans — one for 7.3 percent and one for 13 percent — last Monday before Rockefeller's address.

However, once again Hayes neglected to keep most faculty, staff and students informed about what was included in those plans, and he failed to seek their immediate input.

Board of Regents Chancellor Robert R. Ramsey said each institution will be required to submit plans for the 10-percent spending reductions to the BOR. Each institution also would decide when it would furlough.

Also, the BOR announced Thursday that the furloughs will be a minimum of five days for nine-month employees and seven days for 12-

month employees. However, because furloughs of 10 days for 12-month employees and seven days for nine-month employees already were included in Marshall's 4.3-percent reduction plan submitted to the governor Monday, the furloughs most likely will be more.

When preparing the plan for the 10-percent cut, we urge Hayes not to take it upon himself and a select few to prepare the plan without faculty, staff and student input.

Members of the university administration will be meeting with department chairmen, members of the Dean's Council, chairmen of standing committees, a representative from the staff advisory council and the president and vice president of the student body at 2 p.m. today in Memorial Student Center Room 2W22. We hope this will be a meeting of discussion and input rather than Hayes' announcing of decisions that already have been made without that input.

After the plan has been discussed at the meeting and submitted to the BOR, we urge Hayes to take a leadership role, something he has failed to do in the past, to keep the university community informed. The decisions will affect us all, and everyone needs to know and has the right to know of what to expect.

Higher education employees to bear brunt of cuts

One thing was evident from Gov. John D. Rockefeller IV's State of the State address Wednesday night: Faculty and staff of West Virginia's colleges and universities are going to be among those bearing the brunt of the state's financial hardships.

The state's colleges and universities are facing shortened semesters, faculty and staff furloughs and salary reductions. Added to that, the governor also recommended no pay raises be given to state employees and school teachers next year.

Also, the governor is asking for \$123 million in tax hikes, including higher personal income and corporate taxes and a new 5-percent tax on wholesale gasoline purchases.

Approximately \$40 million in tax revenue will

come from the personal income tax. Rockefeller said this tax will be aimed at those with the greatest ability to pay. It would affect only families of four with annual incomes of at least \$35,000, or families of two with incomes of \$30,000 or more. Approximately \$50 million is expected to be generated by the new gas tax.

Many faculty members will be affected by these taxes. That extra cost is on top of two consecutive years without a pay raise, salary reductions for the remainder of this fiscal year, the loss of income as a result of not having the first three weeks of summer school and the loss of income from being furloughed or laid off.

What do faculty members have to look forward to? Very little. The quality of an institution of higher learning is largely due to the

quality of faculty and staff. Marshall has had the proud distinction of having such a faculty and staff, but many now are talking of leaving because of the steps that are being considered.

Who can blame them? The chances of them making more money and being able to better provide for their families are greater in other states. That is unfortunate for Marshall's students.

If many faculty and administrators do leave Marshall to take other jobs, it will be extremely difficult to fill vacant positions with quality people who recognize the fact of the state's failure to support higher education. If that occurs at Marshall and other state colleges and universities, the quality of higher education in the state will suffer even more.

State of the State and higher education

Among the issues addressed by Gov. John D. Rockefeller IV in his hour-long State of the State address Wednesday night were spending reductions, the closing of the School of Osteopathic Medicine at Lewisburg, shortening of the second semester for state colleges and universities, several bond issues and raising the drinking age.

The following is a synopsis of the issues concerning Marshall University faculty, staff and students:

— A 10 percent spending reduction for all agencies under the governor's control and a 4-percent cut for public education.

— The closing of the School of Osteopathic Medicine. "West Virginia just

cannot afford three medical schools. I am asking that you eliminate state funding for the West Virginia School of Osteopathic Medicine and that you approve a plan to absorb those medical students who wish to continue their medical education in our state's other medical schools. Someone is going to have to bite the bullet on this medical schools issue. I'm going to do it and I believe that the Board of Regents should do all it can to encourage sharing and cooperation between the West Virginia University and Marshall University medical schools," Rockefeller said.

— A recommendation that no pay raises be given to state employees and school teachers, both of whom went without a raise this fiscal year.

— The possible shortening of the second semester for state colleges and the elimination of the first three weeks of summer school. He also recommended a \$9-million increase in state support to higher education to maintain full semesters for the 1983-84 academic year, as well as to insure full summer school sessions in the next fiscal year.

— Bond issues floated to the amount of \$69 million for the Board of Regents to be used at Marshall, West Virginia University and state colleges. "I am asking your support for the Board of Regents request for a \$69 million tuition fee revenue bond issue which will allow major capital improvements at (state schools)," Rockefeller said.

— Raising the legal drinking age from

18 to 21 and increasing penalties for first offense drunken driving. "I believe we must also address the twin problems of alcoholism and drunk driving, and I am therefore asking you to raise the drinking age for liquor, wine and beer consumption to 21 as recommended by the drunk driving task force," Rockefeller said.

— A request for a \$14.8-million appropriation to the Public Employees Insurance Board to help relieve the backlog of claims.

— A plan to use \$10 million in federal funds to retrain 2,000 state workers who have exhausted their unemployment benefits. A large part of that group would be trained in the state's community colleges.



— IMPACT OF CUTS —

Council to discuss cuts at meeting

Members of University Council will hold a special faculty meeting because of a petition submitted by faculty members displeased with various cutback proposals concerning higher education.

The meeting is scheduled for 4 p.m. Jan. 25 in Old Main Auditorium.

Dr. Sam Clagg, chairman of University Council, said the meeting could not be held earlier because faculty must be given one week notice when special meetings are called.

Clagg said 76 faculty members signed the petition to call the special session by Wednesday afternoon.

The future of education

Resources less than demands

By Tami Wysong

The future of education in West Virginia holds "equally strong demands with less resources and materials to meet those demands," Dean Philip J. Rusche of the College of Education said in response to the governor's proposed 4 percent budget cuts on elementary and secondary education.

Rusche said he does not believe the cuts will discourage students from majoring in education any more than poor economic conditions have in the past. Because of this, he said, he does not think student enrollment in the Marshall University College of Education (1,300) will decline.

"All sectors of the economy have been hit, not just education," he said.

Because West Virginia's sister states are having similar economic problems, Rusche said he does not expect educa-

tion majors to continue their educations in neighboring states.

"Of course, it depends on whether the situation is temporary or on going. If it goes on, you may as well shut down all the schools," Rusche said. "It's going to take leadership on the state level to get this thing straightened out."

In an unscientific survey of education majors, several students said they think the budget cuts could be made elsewhere.

"Education should be a first priority. They should make cuts somewhere else," Diana L. Smith, South Charleston sophomore, said.

Education majors will go wherever they will do the best with their talents and financial situations to further their educations and, later, to teach, Smith said.

Another education major, Christine M. Lamb, Charleston sophomore, said

she thinks the cuts will discourage incoming freshmen from majoring in education. However, she said, she does not think students will go to neighboring states for degrees or teaching jobs because their (states) financial situations are similar or worse.

Budget cuts will make the teacher's job more difficult, Donna M. Osborn, Wildwood, N.J., senior, said.

"They (teachers) don't have enough facilities as it is," she said. "I think there's a possibility that they'll go to other states where they can get more money. If they're talented, they deserve good pay."

Mary S. Parsons, Huntington senior, said she is "very upset" about the governor's cuts.

"It's kept me from graduating in December and going out and finding a job," she said. "It's holding up five months of my life."

MU Community College may train state workers

By Susie Monk

The Community College may be training a number of state workers in cooperation with a plan suggested by Gov. Jay Rockefeller in his State of the State address, according to acting Dean of the Community College Glenn E. Smith.

Rockefeller announced he is planning to use \$10 million in federal funds to retrain 2,000 state workers who have exhausted their unemployment benefits.

Smith said there is no way to determine how many state workers may be enrolled in the program at Marshall and when the program may be implemented.

"We will be happy to work with the governor's plan to the extent we are able to with the facilities and equipment we have available," Smith said.

Smith said the workers will be trained in specialized, intense programs that will be totally different from the programs offered to students.

Pay for instruction and class time will be allocated to the Community Col-

lege through the proposed plan, according to Smith. He said he understands that the workers will be paid to attend the training program while the institution will be paid to teach the classes.

Smith said the program was "service oriented" and somewhat like a manpower program that has been used before to help workers earn money while they are being trained in specific areas.

The state workers will be trained in such fields as business and computers, but the schedule, specific courses and

exact plan for "what will be done" is not finalized.

"It is a two-way street between the institutions and the governor's office when it comes to the preparation of such an idea," he said.

Smith said university officials have discussed the possibility of renovating Northcott Hall, a part of the Community College that is not used extensively. He said work on Northcott could be implemented sooner to accommodate the state workers if a large number of them are enrolled in the Community College program.

Governor's proposals draw different reactions

By Amy L. Corron

Faculty members' opinions were divided in response to questions asked in a random survey by The Parthenon concerning Gov. John D. Rockefeller IV's proposed 10 percent budget cuts on higher education in West Virginia.

The survey of 26 faculty members, which was conducted Thursday prior to a Board of Regents press conference, included the following questions:

1. Would you be willing to go on strike if pay reductions or furloughs occur?

2. If schools were shut down for one week or more, would you prefer that the shutdown occur at spring break, creating a two-week break, or at the end of the semester?

3. Could you give students the same amount of work in a shorter semester?

4. Will you give students full credit for a course in which there are fewer weeks of instruction?

5. Have you given any consideration to looking for another job? Have you taken any action, such as sending out resumes, etc.?

Concerning the possibility of a faculty walkout, 27 percent of the respondents said they would participate and 38 percent would not. Thirty-five percent of those surveyed said they want to "wait and see what happens."

"In my estimation, simply walking out is not enough," Philip W. Carter, assistant professor of social work, sociology and anthropology said. "If you don't get recognition in the budget that is allocated, then it simply means there's no respect. I think we have to do whatever it takes to get recognition."

Another faculty member who wished not to be identified said he would not be willing to work without pay.

"If they ask us to work without pay—there will be a strike," he said.

Another respondent who asked not to be identified said, "I don't know if there will be a strike, yet I hope that an absence of a strike would not indicate that the teachers are in any way accepting the situation."

Forty-eight percent of the faculty members surveyed would prefer a furlough during spring break as opposed to 36 percent who prefer one at the end of the semester. Sixteen percent said it made no difference when a furlough would occur.

"I was rather set on the idea of having it before or after spring break," Dr. John E. Dolin, associate professor of art, said.

Dr. Ronald E. Gain, associate professor of biology, said he would prefer an end of the semester furlough.

"It is more convenient for the students and would allow for better planning," he said.

One faculty member said, "If there is a week taken

out anywhere in the semester we obviously would not be paid. It isn't as if we would be getting a vacation."

Regarding the amount of course work which would be given in a shorter semester, 48 percent of those surveyed said they would give the same amount and 35 percent said they could not. Some respondents said they could not give full credit for abbreviated courses.

"I do not see it being possible to give a full three hours credit for an abbreviated course," a faculty member said.

Some faculty members said if the furlough was no longer than a week it would not alter their lesson plans.

"Students should not be the whipping boys," one said.

Thirty-two percent of the respondents said they have considered looking for another job. Forty-three percent were not considering such action and nineteen percent had no comment.

"The thought has crossed my mind, but the job market is so tight there is not much of a chance in getting another job," a respondent said.

Dr. Donna J. Spindel, associate professor of history, said, "Whatever happens we just have to remember that we are all in this together. There are going to be sacrifices from everyone, including the students."