

JAN 20 2012



Van Matre faces questioning as curator confirmation looms

By Rudi Keller

Thursday, January 19, 2012

JEFFERSON CITY — Columbia attorney Craig Van Matre's nomination to the University of Missouri Board of Curators is again facing a rough time in the state Senate.

Van Matre was questioned about his views on Republicans' leadership style during a hearing yesterday of the Gubernatorial Appointments Committee. His name was pulled from the list of nominees up for confirmation, and today he was working the Capitol hallways with UM lobbyist Steve Knorr to shore up support.

Van Matre's nomination has been in trouble since it was first announced in January 2010. The Senate never took up his nomination last year. Gov. Jay Nixon withdrew that nomination, appointed him over the summer and was forced to repeat that process when no Senate confirmations took place in the special session.

This session is Van Matre's last chance to be confirmed. If he is not confirmed by early February, he cannot be a curator.

One source of trouble, Van Matre said, was his role on the Tax Credit Review Commission. As a member, he urged repeal of the circuit breaker tax credit for the elderly and disabled who rent their homes. About 100,000 people receive \$56 million in benefits annually from the credit.

Legislative leaders adopted that idea last year to pay for an air freight hub in St. Louis. The legislation was defeated, but not before the repeal became a major political issue.

Questions about Van Matre's views on Republican leadership centered on an article he wrote in August 2007 defending Missouri's Nonpartisan Court Plan. At the time, Republicans charged the selection process was controlled by trial attorneys.

Van Matre wrote that the real agenda was to impose right-wing religious views on the state via control of the judiciary.

"I suppose if the idea of a Christian theocracy doesn't bother you, then what is being proposed for the Missouri Plan probably won't either," Van Matre wrote at the time.



Bill takes up issue of recording classroom lectures

By Janese Silvey

Thursday, January 19, 2012

A St. Louis-area lawmaker has filed legislation that essentially would undo a University of Missouri System policy restricting what students can do with recorded classroom lectures.

The bill, sponsored by Rep. Paul Curtman, R-Pacific, would allow students at public colleges to record lectures and share them with whomever they want. If approved, it would negate an executive order signed by interim UM President Steve Owens last month prohibiting students from sharing recorded lectures with anyone other than classmates.

Some UM-St. Louis students said "they were concerned about the policy because they think they ought to be able to record lectures and share them with anybody," Curtman said. "I agree with that."

The bill would not supersede policies protecting copyright or trademark or current privacy laws. UM administrators did not comment on the bill other than to reiterate the purpose of the policy.

"This executive order is an outward sign to our faculty and students that we recognize and protect the sanctity of classroom discussions as vital to the educational process," UM spokeswoman Jennifer Hollingshead said in an email. "Students should be free to contribute their own thoughts and opinions in a learning environment void of fear that their personal opinions will be disseminated outside of the classroom."

The policy was a response to fallout over leaked lectures from a labor studies course co-taught at UM-Kansas City and UM-St. Louis last year. The videos were edited to make it appear as though the instructors were advocating violence and were posted online, prompting an internal investigation that ultimately cleared the instructors of wrongdoing.

In that case, having access to videos actually helped the instructors, said Charles Davis, an associate journalism professor at MU and critic of the policy. That wouldn't have been the case had the student simply complained about partial comments.

"If you put some sort of prohibition on" the recordings, he said, "then it's he-said, she-said city."

The policy as written is too broad, said Frank LoMonte, executive director of the Student Press Law Center and a commercial litigation attorney. One concern, he said, is whether it would apply

to student reporters who obtain a controversial recording from someone else. As written, it would seem to prohibit a student reporter from distributing such video.

“What the courts have always said is that if you, as a journalist, come into possession of newsworthy information, that information is yours to print,” LoMonte said. “It doesn’t matter if the original source violated a rule or stepped across a line.”

He also worries about the impact on students who experience harassment or other problems in a classroom. “It’s one thing to say, ‘Don’t put a videotape of your professor on the Internet for the world to see.’ It’s another to say, ‘Don’t show the videotape of your professor to your counselor or your attorney,’ ” LoMonte said. “If a student really felt like she was suffering harassment in a course, the student might very well want a recording for her own protection.”

Hollingshead said there are exceptions, which is why the policy allows instructors to give students permission to share recordings to outsiders “if the need arises.”

The policy will be applied on a case-by-case basis and shouldn’t hinder a student’s ability to report problems, said Clyde Bentley, an associate journalism professor who helped tweak the wording. “My guess is it’s not going to be a policy that’s enforced every day,” he said.

Rep. Stephen Webber, D-Columbia, a law student at MU, said he thinks concerns should be handled internally. “It seems heavy-handed to file a bill in Jefferson City on it,” he said. “It needs some work; I just don’t know if legislation is the way to do it.”



MU study questions theory on girls and math

By Janese Silvey

Thursday, January 19, 2012

Barbie might have been right when, in 1992, she famously quipped “Math class is tough” — but women shouldn’t blame the doll if they didn’t grow up to be mathematicians.

That comes from a new University of Missouri study by David Geary aiming to debunk a popular theory that suggests telling girls they’re no good at numbers explains a gender gap in math scores.

There is a large body of research about why more girls aren’t at the top of the spectrum in math skills. One study in 1999 blamed poor self-image for underachievement in math among girls. The theory was popular, Geary said, “because it gives a sense that you can do something about it easily, so it’s taken off as an explanation.”

Geary, a curators’ professor of psychological sciences, and Gijsbert Stoet from the University of Leeds in the United Kingdom examined 20 influential replications of the original study and found serious scientific flaws. Among the most concerning was a lack of a male control group: Researchers told girls who were getting ready to take math tests that females typically don’t do well on the exams but did not give the same message to boys who took the tests. When Geary and his team adjusted the findings based on the lack of a control group and statistical flaws in other studies, they found little to no significant effect on performance based on stereotypes.

There aren’t many differences among boys and girls who perform average on math tests, but there are more boys at the high end — as well as the low end — of the spectrum, Geary said. The study did not delve into other possible factors, although Geary suspects gender differences in spatial skills and interest in the topic play a role.

Mainly, though, math is hard for most people, he said. And that’s what he thinks researchers should focus on.

“I believe that a much more serious problem is that there aren’t enough men or women adequately educated to go up through high school and into math-intensive fields,” Geary said. “Let’s get gender out of the discussion altogether and work on improving the basic high school mathematics of American kids. The pipeline for both sexes is going to have to get bigger.”

It likely will be tough to convince some that gender stereotyping hasn't played a role. Kathryn Chval, who's on the math education faculty in MU's College of Education, hadn't read Geary's study as of this morning, but she remembers being told by a high school counselor not to bother taking physics.

The question now, she said, is why more women aren't pursuing science and math careers.

"I do think studying what hinders that is important," she said.

Rebecca Bigler, a professor of psychology at the University of Texas at Austin, also hadn't read the study but still believes stereotyping in the past played a role in achievement differences between genders and cultures. But she pointed to another recent study that indicates the math gap between boys and girls no longer exists.

"In that sense," Bigler said, "I could understand saying, 'Gender is not a big deal here; let's look at what makes kids interested in math.' "

The Chronicle of Higher Education

Stereotypes Do Not Explain Gender Differences in Math, Study Argues

By Dan Berrett January 19, 2012

At the highest levels of mathematics achievement, men consistently outperform women. For more than a decade, many researchers have ascribed this phenomenon, in part, to a theory called "stereotype threat," or the notion that women's math scores suffer from hearing social messages that their skills in this area are not on par with men's.

But a new study, "Can Stereotype Threat Explain the Gender Gap in Mathematics Performance and Achievement?," to be published in the March issue of Review of General Psychology casts doubt on this theory, calling the evidence to support it "weak at best."

Stereotype threat became widely cited after a 1999 paper appeared in the Journal of Experimental Social Psychology. The popularity of the idea derived, in part, from its psychological appeal, said David C. Geary, professor of psychological sciences at the University of Missouri at Columbia, who wrote the study with Gijsbert Stoet of the University of Leeds (Mr. Stoet posted this video explanation of the research).

"It gives a lot of people a psychologically comforting explanation that it's something they can change," Mr. Geary said, adding that the causes are probably far more complex, and involve both social and biological differences. "But there's just not the evidence."

To conduct their meta-analysis, Mr. Geary and Mr. Stoet looked at studies that tried to replicate the findings of the highly influential 1999 paper, which argued that women fare worse than men in certain measures of math when they are told before taking the test that women's scores tend to be worse than, or simply differed from, men's. It was evidence, the original authors said, that a poor self-image predicted poor performance.

Mr. Geary and Mr. Stoet identified 20 published studies that met tests of replicability—the tests measured women and men in math, recruited subjects regardless of their pre-existing beliefs about gender stereotypes, and randomly assigned participants into two groups. Eleven of these 20 studies showed a significant relationship between gender and stereotype threat.

But a second problem emerged with those 11 studies, Mr. Geary said. In trying to control for previous math achievement, the researchers isolated high achievers, where gender differences tend to be pronounced, which skewed their data. "What they're doing is skimming off the difference they're trying to explain," Mr. Geary said, "which statistically is questionable and theoretically is questionable."

In the end, only one-third of the 11 studies replicated the original findings, the researchers said.

Narrow Data

But one of the authors of the original study said the most recent findings were "haphazard" and had "serious deficiencies."

Steven J. Spencer, professor of psychology at the University of Waterloo in Ontario, said Mr. Geary and Mr. Stoet erred by not taking into account the findings of the original study, of seven other samples that showed large effects, and of several unpublished works, including dissertations.

"Simply put," Mr. Spencer wrote in an e-mail, Mr. Geary "left out studies from his meta-analysis that would have led to very different conclusions, and he did not acknowledge this properly."

Mr. Geary and Mr. Stoet do acknowledge that evidence suggests that some women's performance can be negatively influenced by implicit or explicit questioning of their mathematical abilities, but, they say, this effect is not as strong or prevalent as is often assumed.

The result, they argue, is that educational and public-policy efforts put too much emphasis on responding to stereotype threat when other efforts—including pedagogical ones—might be more effective.

MISSOURIAN

VETERANS AND DOGS



SHENGZE ZHU/Missourian

Veteran Nathan Smith gives treats to his shelter dog, Star, after she successfully completed his command at the Columbia Canine Sports Center. "I am so lucky to get Star. She's very smart, and it's really fun to play with dogs," Smith said.

BASIC TRAINING

By **HEATHER RISKE**

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Opie knows that he's done something right.

With his eyes closed, tongue lolling and his tail wagging slowly back and forth, the sandy brown, wiry-haired Great Pyrenees mix accepts his rewards for mastering the night's tricks. He lets Trista Corbin scratch behind his ears and ruffle the bristly hair along his spine as she croons "good boy."

Opie and Corbin are learning basic obedience skills as part of the first phase of the Veterans and Shelter Dogs program, which started in September. The study, conducted by MU nursing professor Rebecca Johnson, pairs veterans recently returned

A program started by an MU professor helps military veterans cope with post-traumatic stress disorder while training shelter dogs to make them more adoptable.

from Iraq and Afghanistan with shelter dogs from the Central Missouri Humane Society.

"The goal is to help these veterans readjust to post-deployment life in their family and in their community, and to help the dogs become more adoptable," Johnson said.

Corbin, one of seven veterans currently participating in phase one, served in the Army National Guard for seven years as a combat medic and has done one tour of duty in Iraq.

"My own dog, a Jack Russell terrier, has helped me with sleeping and noise issues since I've been back," Corbin said. "I was interested in helping train dogs to help others go

Please see **VETERANS** page **8A**

Veterans: Program proves beneficial for military veterans

CONTINUED from page 1A

through what I went through — separation anxiety, and being alone without a support system.”

The Veterans and Shelter Dogs program is divided into three phases — basic obedience training, mentorship to families who adopt the dogs and training as service dogs for veterans with post-traumatic stress disorder.

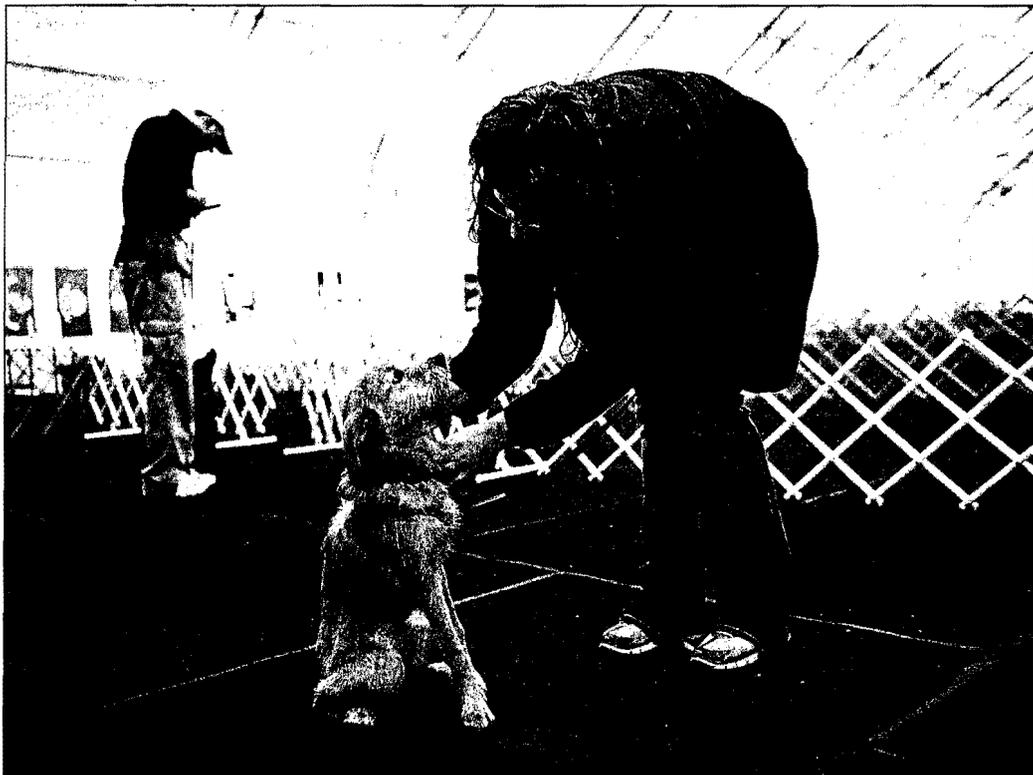
During the first phase of the program, the veterans teach dogs basic obedience skills for 24 weeks. Dogs participate in this training for four weeks, unless they are adopted. If they are adopted, they are replaced with new dogs from the shelter.

During the basic obedience classes, which take place twice a week, the dogs and their handlers train in two separate sessions for about 20 minutes.

“It’s exciting to watch the dogs’ progress over the evening and from one obedience training class to the next,” project coordinator Charlotte McKenney said. “It’s incredible how quickly they make strides in their behavior.” Judy Steiner, an instructor at the Columbia Canine Sports Center and a retired nurse, helps the veterans teach the dogs basic obedience skills during the first phase of the program.

“During the first group, the guys shared information with each other and really became a support group for each other,” Steiner said. “It was such a positive hour in their life.”

The study is conducted



SHENGZE ZHU/Missourian

Veteran Trista Corbin pats Tootsie, one of the shelter dogs from Central Missouri Humane Society, after she successfully sits at the Columbia Canine Sports Center on Oct. 19. Tootsie has participated in the program for two weeks and has learned commands such as “stay” and “sit.”

through the MU Research Center for Human-Animal Interaction, which conducts several research studies to show the benefits of putting humans and animals together.

Johnson devised the project after seeing the number of veterans returning from Iraq and Afghanistan and reading about the high incidence of post-traumatic stress disorder.

“The research we’ve done with people and animals showed that potentially it

would be beneficial for these veterans to work with the shelter dogs,” she said.

In order to participate in the program, the dogs from the Humane Society must be at least 1-year-old and pass a nationally recognized behavior test to rule out aggression.

Since the start of the first obedience training session in January, more than 100 dogs have been trained, Johnson said.

“So many of our dogs have been getting adopted,” Corbin

said. “And besides just being cute dogs, I like to think that what I’m doing here — teaching them sit, stay and not to pull on the leash — will make them more adoptable.”

And, it seems, the benefits of the program are on both ends of the leash.

“We’ve seen some really great things,” Johnson said. “One veteran told us he hadn’t felt anything since coming back until he began working with the dogs.”



ST. LOUIS POST-DISPATCH

Missouri S&T names new chancellor

ROLLA, MO. — A former engineering dean at Boise State University in Idaho has been hired as the first female chancellor at Missouri University of Science and Technology, the school announced Thursday.

Cheryl B. Schrader replaces John "Jack" Carney III, who retired in August after six years, overseeing the school's name change from the University of Missouri-Rolla.

Schrader, 49, is an associate vice president for strategic research initiatives and former engineering dean at Boise State, where she has worked since 2003. Schrader earned a bachelor's degree in electrical engineering from Valparaiso University. She said at a press conference on the Rolla campus Thursday that she is "deeply honored" to be selected as the school's chancellor.

"I choose to lead at institutions that are on the move," she said. "Missouri S&T's legacy and potential is truly remarkable. I see an innovative, results-driven academic and administrative leadership team — and very bright, capable students."



UM's Rolla campus welcomes new chancellor

By Janese Silvey

Published January 19, 2012 at 12:25 p.m. Updated January 19, 2012 at 12:26 p.m.

Cheryl Schrader, associate vice president for strategic research initiatives and former engineering dean at Boise State University, has been named chancellor of Missouri University of Science and Technology in Rolla. She starts April 2.

University of Missouri System interim President Steve Owens and President-Designate Tim Wolfe introduced Schrader in Rolla at noon Thursday. She replaces Chancellor Jack Carney III, who retired in August.

Wolfe was involved in finalizing the search. He praised the search committee for its work, saying in a statement: "After hearing their recommendations and having the opportunity to meet and interview the finalists, I fully agree with them that Cheryl can best lead this institution with her expansive vision, considerable energy, deep dedication and creativity."

Schrader served as dean of Boise State's College of Engineering, during which time funding for research grants and contracts more than tripled, the system said in a news release.

Wolfe added that Schrader is among just a handful of women engineers who serve as university chancellors or presidents across the country.

Schrader, 49, told faculty, staff and students she is "deeply honored" to be selected as Missouri S&T next chancellor.

"I choose to lead at institutions that are on the move," she said in a statement. "Missouri S&T's legacy and potential is truly remarkable. I see an innovative, results-driven academic and administrative leadership team – and very bright, capable students."

COLUMBIA MISSOURIAN

Merchandise with SEC logo appearing in stores

By Blake Ursch, nina pantic

January 19, 2012 | 4:59 p.m. CST



A student walks past the University Bookstore's new Southeastern Conference T-shirts on Thursday. The bookstore received its first SEC T-shirt on Monday. | GRANT HINDSLEY / Missourian

COLUMBIA — At the Tiger Spirit store on Ninth Street, a side wall holds a row of SEC shirts with just one style — black with a Tiger and a small logo of the Southeastern Conference.

Mizzou merchandise branded with the SEC logo is available in stores and online even before the university formally joins the SEC on July 1. The University Bookstore and Tiger Spirit were selling limited types of the new T-shirts.

MU is following in Texas A&M's lead by selling SEC merchandise early, said Linda Gilbert, MU trademark administrator.

MU has worked with the SEC in conjunction with The Collegiate Licensing Co., which manages the SEC Conference Licensing Program, Gilbert said.

Though licensees have just started on artwork and designs, products are beginning to come out. There are many more products to come, Gilbert said. "It'll be like a snowball effect."

Revenue from the new SEC merchandise cannot yet be determined because MU operates on a fiscal year that ends in late June. Since MU joins the SEC on July 1, it will be another year before revenue can be estimated, Gilbert said.

"We think this is going to increase our revenues. We've got all these new schools and we're excited to be able to partner with them on all these products," Gilbert said. "This is a whole new ballgame."

Before licensing was finalized, customers were asking about SEC merchandise on a regular basis, said Elizabeth Nicodemus, senior sales supervisor at the Tiger Spirit store.

The store is not planning on carrying a lot of SEC merchandise, Nicodemus said, thinking it's a novelty that will wear off. They do plan on adding at least one more shirt in another style.

At the University Bookstore on Thursday, a single rack of SEC shirts was set up between two tables of multicolored Mizzou shirts. The SEC shirts were available in either black or gold for \$14.99.

Justin Seabaugh, 19, bought a black SEC shirt with a gold logo because he wants to have the most up-to-date merchandise.

"I think it's going to be pretty exciting to have some new teams to play," Seabaugh said. "I'm ready to move on from the Big 12."

Seabaugh plans on wearing his new shirt to the Kansas game on Feb. 4.

"Goodbye Kansas," he said.



Kelly sides with GOP on spending cap Measure would ask voters for approval.

By Rudi Keller

Thursday, January 19, 2012

MU MENTION P. 2

JEFFERSON CITY — The first bill to be debated in the Missouri House this year is designed to manage future state spending. But most of yesterday's argument over the measure was whether the state is spending enough now.

Only state Rep. Chris Kelly, D-Columbia, crossed party lines on the 100-53 vote to approve the proposed constitutional amendment. The House sent the measure to the Senate today on a 105-54 vote, with Kelly again the only Democrat to cross party lines.

If approved by lawmakers, the spending lid would be on a statewide ballot later this year.

Kelly joined Republicans on the vote after adding an amendment that he said would turn the proposal into a money-management tool rather than a punitive attack on state programs.

"This will provide more money in a slower and gradual rate of increase," Kelly said.

But his fellow Democrats, who called repeatedly for new revenue to supplement the shrunken state budget, said other brakes on revenue will protect taxpayers from excess. The new lid, Rep. Jamilah Nasheed, D-St. Louis said, was unneeded.

"If you had a broken window in your bedroom and it is 20 below outside, would you fix that window, or would you say to your wife, 'We cannot fix it because we have a spending cap in the house?'" Nasheed said to Rep. Eric Burlison, R-Springfield. "I am asking you a simple question, young man."

After Nasheed had been admonished for a breach of House etiquette, Burlison replied: "If the money is available, and it wasn't designated, I would try to fix the window."

The core of the bill would limit the growth in state general revenue spending by tying it to inflation and population increases. In the form passed by the House, the base is set at \$8 billion — equal to the state's best revenue year of 2008. And it tacks an extra 1.5 percent onto the annual adjustment based on inflation and population.

For example, if the lid had been in effect in fiscal 2008, the limit in fiscal 2009 would have been adjusted upward by almost 5 percent to just less than \$8.4 billion. Revenue fell that year, but the lid would have been set at the higher level.

Lawmakers would be allowed to spend every dollar up to the cap. If more than that amount is received, it would be used to fill three reserve funds. One fund would be dedicated to cash-flow needs. A second could be tapped in emergencies after a request from the governor. The third fund would, by a simple majority, be available to cover shortfalls in recession years. As it filled with cash, income tax rates would be cut temporarily to slow revenue growth.

The lid would not apply to taxes approved by voters, and it would only become effective if revenue rebounds to 2008 levels. The limit was further softened when the House voted to exempt any spending needed to fully fund public schools through the foundation formula.

Rep. Mary Still, D-Columbia, said the proposed constitutional change, if it became law, would rob future lawmakers of flexibility. "My concern about this is that it locks us into the world as we know it now. Think back 100 years. Think back to 1912. Yes, we would have a University of Missouri in Columbia, and it would grow very slowly. The rest of the state would not be served by other institutions of higher learning."

In an exchange with Kelly, Still said she appreciated his efforts to make the measure more palatable. "I appreciate your trying to salvage it. I think that is appropriate. But I think it is like putting lipstick on the pig."

ST. LOUIS POST-DISPATCH

Kaiser Electric completes Phase I wiring at Mizzou power plant

Posted: Friday, January 20, 2012 12:00 am

Fenton-based Kaiser Electric completed the first phase of a \$4 million project to upgrade the power plant at the University of Missouri-Columbia.

The project includes construction of a new truck unloading facility, five storage silos and a conveyor system, plus replacement of a coal boiler with an environmentally friendly biomass unit.

Kaiser's crews arrived on the site in mid-October and completed wiring of the unloading facility and parallel conveyor system by mid-December.

Phase two will include construction and wiring of the 110-foot-high silos, which are expected to be completed in March, with completion of the new biomass boiler scheduled for early spring.

The general contractor on the project is Ladue-based McCarthy Building Cos.



Kodak bankruptcy sad development

Photo pioneer missed digital boat; Company hopes filing for protection will help it find a way to return to health

By ERNEST SCHEYDER, Reuters January 20, 2012

MU mention page 2



George Eastman (left) developed roll film and the inexpensive Brownie camera, making photography accessible to millions of amateurs, but his successors failed to see change coming. He is shown with fellow inventor Thomas Edison.

Photograph by: GEORGE EASTMAN HOUSE INTERNATIONAL MUSEUM OF GRAPHY AND FILM, Reuters

Eastman Kodak Co.'s long decline that culminated in a bankruptcy filing on Thursday can be traced back to one source: the former king of photography's failure to reinvent itself in the digital age.

The more than 130-year-old American icon filed for Chapter 11 protection in the U.S. Bankruptcy Court for the Southern District of New York, saying it had obtained a \$950-million credit facility to stay afloat while it tries to cut more than \$6 billion in liabilities.

Unlike peers such as IBM and Xerox Corp, which managed to create new revenue streams when their legacy businesses declined, critics fault Kodak for abandoning new projects too quickly, for spreading its digital investments too broadly, and for a complacency in its Rochester, N.Y., base that blinded the company from technological leaps elsewhere.

"The seeds of the problems of today go back several decades," said Rosabeth Kanter, the Arbuckle professor of business administration at Harvard Business School.

"Kodak was very Rochester-centric and never really developed a presence in centres of the world that were developing new technologies," she said. "It's like they're living in a museum."

In 1888, George Eastman invented a machine that captured images on large plates of glass. Not content with that breakthrough, he went on to develop roll film and later the Brownie camera.

His company became a household name by helping Americans record their most important life events, first in black-and-white prints and then in Kodachrome colour, coining the ubiquitous phrase "It's a Kodak moment."

In the 1960s, Kodak began to study the potential of computers and made a big break in 1975, when one of its engineers, Steve Sasson, invented the digital camera - a toastersized image sensor that captured rough hues of black and white.

But Kodak did not immediately recognize its massmarket potential and focused instead on high-end cameras for niche markets. Executives also feared cannibalizing their core film sales.

"When (George Eastman) died, he had exerted such an influence on the company that one of the things that Kodak immediately became bound up in was nostalgia," said Nancy West, a University of Missouri professor who wrote a history of Kodak's early years.

Sony Corp. launched its own digital camera in 1981, a development that sent "fear through the company," according to a Kodak case study written by Harvard professors Giovanni Gavetti and Rebecca Henderson.

The paper is studied at Columbia, the University of Chicago and other top business schools.

Despite those chills, it was not until a decade later in 1991 that Kodak's first digital product for everyday use hit the market, and it was not a camera, but a Photo CD.

Kodak introduced a line of pocket-sized digital cameras in 1996 with the DC20, but made its biggest push into the marketplace in 2001 with the Easyshare brand.

Kodak said in its filing that it hoped to emerge from bankruptcy in 2013.

It tried to restructure in the past by closing 13 film plants and 130 photo labs between 2004 and 2007, slashing its workforce by 50,000.

The loan and bankruptcy protection from U.S. trade creditors may give Kodak the time it needs to find buyers for some of its 1,100 digital patents - key to its remaining value - and to reshape the business while continuing to pay its 17,000 workers.

Kodak chief executive Antonio Perez, who had once called digital cameras a "crappy business," said bankruptcy was a necessary step. "Now we must complete the transformation by further addressing our cost structure and effectively monetizing non-core intellectual-property assets."

By 1993, Kodak had spent \$5 billion on digital imaging research, but the funds were being diverted to 23 separate digital scanner projects.

The money did help Kodak capture an early lead in the market and it had a 27-percent market share by 1999. But that slipped to 15 per cent by 2003 and seven per cent by 2010, as Kodak ceded ground to Canon, Nikon Corp. and others.

Kodak was losing \$60 for every digital camera it sold by 2001 and it was trying to quell a war that had erupted between its digital and film staff, according to the Harvard case study.

By 2007, the company realized it needed to put more resources into the consumer camera market so it sold its health-care imaging unit, which made X-ray equipment for hospitals and dentists and had been highly lucrative since 1896.

Kodak pocketed \$2.35 billion from the sale to private equity firm Onex, but analysts said it was a mistake to get out of the business when baby boomers were about to retire in droves and demand for X-rays would increase.

Most digital cameras in the world use technology patented in part by Kodak, making the holdings highly lucrative.

Kodak recently sued Apple Inc. and HTC Corp., complaining of a breach of those patents.

The bankruptcy filing puts Kodak in the company of movie rental chain Blockbuster and bookstore owner Borders, which both collapsed after struggling to compete with digital rivals.

THE MANEATER

THE STUDENT VOICE OF MU SINCE 1955

Nixon proposes 12.5 percent cut to higher education

Schools would lose funding from the state's general revenue fund.

By Allison Prang and Michael Shaw Published Jan. 20, 2012

Higher education is sitting on the chopping block once again in Gov. Jay Nixon's proposed budget for fiscal year 2013. Compared to the 2012 budget, funding could be cut as much as 12.5 percent if the proposed budget is passed in April by the state legislature.

The money allocated toward higher education comes from a variety of statewide funds, but the potential decrease in funding for colleges and universities is due to less money being allocated to public universities from the general revenue fund. The budget also proposes that less funding come from areas including federal funding, the Guaranty Agency Operating Fund and the Lewis and Clark Discovery Fund.

Additional funding for higher education would come from the Advantage Missouri Trust Fund, the Institution Gift Trust Fund and the AP Incentive Grant Fund.

For the UM System specifically, the budget proposes a reduction of about \$55 million total.

MU spokesman Christian Basi said right now it is too early to comment on the proposed budget and things could change between now and April, when the budget comes to an official vote.

"Our institutions promote access and affordability, but resources can only stretch so far." Department of Higher Education Commissioner David Russell said in a news release. Like Nixon, Russell said they need to look for more innovative ways to meet the funding needs of higher education.

The governor's proposed budget allocates the same amount of money as it did last year toward scholarship programs. The Access Missouri scholarship program, which was funded from a one-time appropriation of \$30 million from the Missouri Higher Education Loan Authority last year, will continue to be funded in 2013, but from the state this time.

Paul Wagner, deputy commissioner for the Department for Higher Education, said he was pleasantly surprised by Nixon's decision to continue funding the Access Missouri scholarship program in his proposed budget for fiscal year 2013, since the state wasn't its source of funding last year.

Wagner said the 12.5 percent cut to higher education institutions is still difficult.

"On the other side of that, with the institutions being cut 12.5 percent, it's just devastating," he said. "There's no way to sugarcoat it. It's bad news."

Wagner said he thinks the governor didn't want to have to cut higher education, but he had a lot of distasteful choices to make.

"The university can either make cuts or raise tuition," said Rep. Stephen Webber, D-Columbia. "It's probably going to be a combination of both."

Webber is also an MU law student.

The final budget will go to the legislature for a vote at the end of April, toward the end of the spring session.