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New York Times news huddle



Microsoft Bids for Yahoo

NYTimes.com, 7 a.m., Feb. 1, 2008

The screenshot shows the New York Times website at 7 a.m. on February 1, 2008. The browser's address bar shows the URL: `herald.em.nytimes.com/editorial/production-guides/homepage/archive/2008/02/01/0800.html`. The page features the main headline "Microsoft Bids \$44.6 Billion for Yahoo" by Miguel Helft, 14 minutes ago. The article text states: "The deal, which would be the biggest technology takeover by far, would reshape the Internet consumer services business, where both companies have struggled against Google." Other headlines include "China's Inflation Hits American Price Tags", "Dozens Dead in Worst Iraq Attack in Months", and "Kurds' Power Wanes as Arab Anger Rises". A sidebar on the left lists various categories like "WORLD", "U.S.", "BUSINESS", and "SPORTS". At the bottom, there is a "MEDICATION IS THE BEST WAY TO LOWER YOUR CHOLESTEROL" advertisement and a "REAL ESTATE" section with a search box for "L.I.R.R. to Ronkonkoma".

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Microsoft Bids \$44.6 Billion for Yahoo

By MIGUEL HELFT 14 minutes ago

The deal, which would be the biggest technology takeover by far, would reshape the Internet consumer services business, where both companies have struggled against Google.

- Times Topics: Microsoft | Yahoo
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China's Inflation Hits American Price Tags

By DAVID BARBOZA

Higher costs in China could spell the end of an era of ultra-cheap goods.

Dozens Dead in Worst Iraq Attack in Months

By STEPHEN FARRELL and GRAHAM BOWLEY 35 minutes ago

Iraqis mourning victims of twin bombings carried out by female suicide attackers, who struck two markets in mainly Shiite areas of central Baghdad.

Kurds' Power Wanes as Arab Anger Rises

By ALISSA J. RUBIN

Once in a position of strength, Iraqi Kurds are pursuing policies that are uniting most Sunnis and many Shiites.

One on One in Debate, Democrats Set Aim at G.O.P.

By JEFF ZELENY and PATRICK HEALY

The Democratic rivals did not mask their divisions even as they looked ahead to a fight with the Republican Party.

- As McCain Wins, Critics on Right Look Again | On the Trail
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- Enlisting New Donors, Obama Reaped \$32 Million in January

New York Candidates Awash in Real Estate Cash

By RAY RIVERA

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- Graphic: Increasing Contributions

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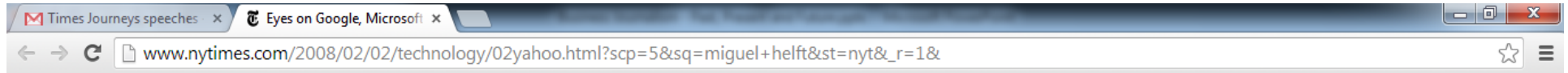
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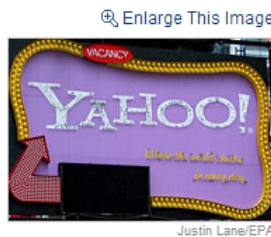
NYT page one, Feb. 2, 2008



Eyes on Google, Microsoft Bids \$44 Billion for Yahoo

By MIGUEL HELFT and ANDREW ROSS SORKIN
Published: February 2, 2008

SAN FRANCISCO — [Jerry Yang](#), the chief executive of [Yahoo](#), was finishing a regularly scheduled company board meeting Thursday night when his assistant interrupted him with an urgent phone call.



Enlarge This Image

It was [Steven A. Ballmer](#), the chief executive of [Microsoft](#), and his message was curt. He did not call to negotiate. Microsoft would make public a hostile \$44.6 billion offer for Yahoo early Friday morning in a bold move to counter [Google](#)'s online pre-eminence.

Mr. Yang, in shock, rushed back with the news to his directors, some of whom were getting ready to leave Yahoo's headquarters in Sunnyvale, Calif. The board meeting was no longer over; it would turn into a strategy session that stretched into the night.

The message that jolted Mr. Yang also jolted the technology industry. Yahoo, founded by two Stanford graduate students, Mr. Yang and David Filo, was once the leader of the dot-com world. But it has been dethroned in recent years by Google, itself founded by two Stanford graduate students.

For its part, Microsoft has struggled to compete with

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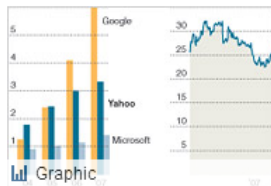
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Joe Nocera column, Feb. 2, 2008

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TALKING BUSINESS

A Giant Bid That Shows How Tired the Giant Is

By JOE NOCERA
Published: February 2, 2008

Oh, how the mighty have fallen.

Microsoft's Yahoo Bid
DealBook's full coverage of Microsoft's unsolicited \$44.6 billion offer for Yahoo, what it means and how it might play out. [Go to DealBook »](#)

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This may seem like an odd way to characterize a company that just announced its willingness to plunk down \$44.6 billion to make its first hostile takeover ever. A company that will probably generate somewhere around \$60 billion in revenue when its fiscal year ends in June. A company whose market share in its two core products is still so high — despite recent inroads by a certain flashy competitor — that it qualifies as a monopoly.

But this is [Microsoft](#) we're talking about, and if its proposed acquisition of [Yahoo](#) signals anything, it serves as a confirmation that Microsoft's glory days are in the past. Having failed to challenge [Google](#) where it matters most — in online advertising — it has been reduced to bulking up by buying Google's nearest but still distant competitor. In many ways, the company has become exactly what [Bill Gates](#) used to fear the most — sluggish, bureaucratic, slow to respond to new forms of competition — just as [I.B.M.](#) was when Microsoft convinced that era's tech behemoth to use Microsoft's operating system in its new personal computer.

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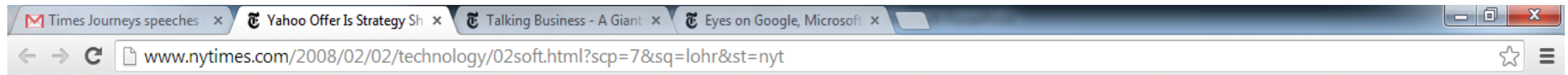
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Microsoft bids for Yahoo

News analysis, Feb. 2, 2008



Yahoo Offer Is Strategy Shift for Microsoft

By STEVE LOHR
Published: February 2, 2008

[Bill Gates](#), the chairman of [Microsoft](#) and a global philanthropist, called upon fellow business leaders at the [World Economic Forum](#) last week to pursue a kinder form of capitalism.

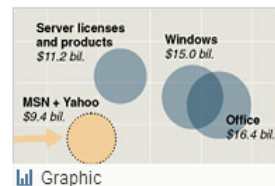
Microsoft's Yahoo Bid

DealBook's full coverage of Microsoft's unsolicited \$44.6 billion offer for Yahoo, what it means and how it might play out. Go to [DealBook](#) »

Back Story With Andrew Ross Sorkin



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Graphic
Slowest Segment

But on Friday, the brand of capitalism practiced by his company's chief executive, [Steven A. Ballmer](#), came with a decidedly hard edge.

Microsoft's \$44.6 billion bid for [Yahoo](#), pushed by Mr. Ballmer, was hostile. And during a conference call Friday with analysts and in a subsequent interview, he never once uttered the word "[Google](#)," referring to the Internet search giant that has humbled Microsoft only as "the leader" in the online world.

Mr. Ballmer, 51, is a famously fierce competitor. To him, failure is never an option. "If we don't get it right at first, we'll just keep coming and coming and coming and coming," he said in an earlier interview.

Microsoft's bid for Yahoo is thus a tacit, and difficult, admission that the company did not get its online business right. The bid also represents a sharp departure from Microsoft's well-thumbed playbook of building new businesses on its own. In the past, when Microsoft moved beyond its stronghold in desktop computer software — and

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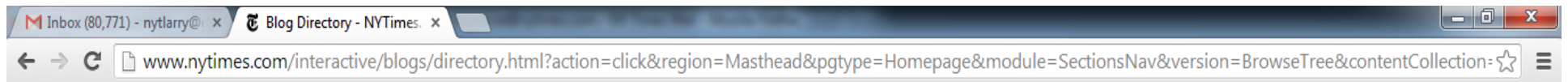


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Investors Appear to Shrug Off Puerto Rico's Debt Downgrade

By MICHAEL CORKERY

There was no mass selling of Puerto Rico bonds a day after the island's credit rating was cut. [READ MORE...](#)




Jim Lo Scalzo/European Pressphoto Agency


Gov. Alejandro Garcia Padilla of Puerto Rico said that the government was working on "financing alternatives that will bring additional liquidity."

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Google Appoints Its Most Senior Woman to Run YouTube

By CLAIRES CAIN MILLER



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He Can Carry a Tune, but Can He Carry the Race?

By JENNIFER STEINHAUER


WASHINGTON — Clay Aiken, the 2003 runner-up on “American Idol,” officially announced on Wednesday that he is running for Congress in North Carolina. Now it is time to ponder some questions he might face on the stump:

1. Many Democrats in North Carolina have bailed out of Congressional races after being drawn into heavily Republican districts, like the one you are running in. How can you win?
2. What are your thoughts on the Trans-Pacific Strategic Economic Partnership and how it might affect the North Carolina manufacturing industry?
3. What do you think is harder —



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Clay Aiken

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FEB 5, 6:34 AM | Comment

Scientists Warn of New Bird Flu Strain in China

By THE NEW YORK TIMES



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Where the Ice, and the Population, Is Thinning



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Ciril Jazbec

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Alberth Lukassen, 64, an Inuit hunter, stood on an ice floe in Uummannaq in northern Greenland.

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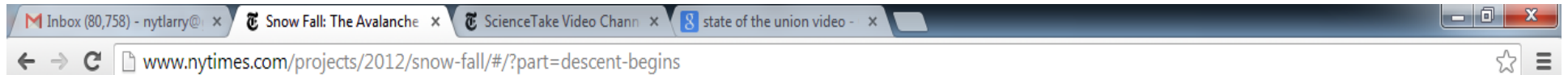
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Snow Fall

The Avalanche at Tunnel Creek

By JOHN BRANCH

Snow Fall 2



Sliding Snow

The start of an avalanche is unlike any other force of nature.

A hurricane is foretold by wind and lashing waves. A tornado often is spotted before it strikes. Lightning is usually presaged by black clouds and rumbling thunder.

Avalanches rarely provide such a warning. Unlike waves or wind, tremors or storms, they are usually triggered by their own victims, sometimes unaware of what has been unleashed.

“If you swim out in the ocean, the ocean’s always alive,” Saugstad said. “You can feel it. But the mountains feel like they’re asleep.”

Back up the mountain, Jack never seemed worried. That was his nature. Here he was, a rare weekend off, skiing with some of his best friends from Leavenworth and people from Powder and ESPN and all over the industry, on an epic run on a perfect powder day.

Carlsen, the Powder photographer, had never been to Tunnel Creek. The first few easy turns gave way to a slope that fell steeply away, out of sight. He sidled up to Jack.



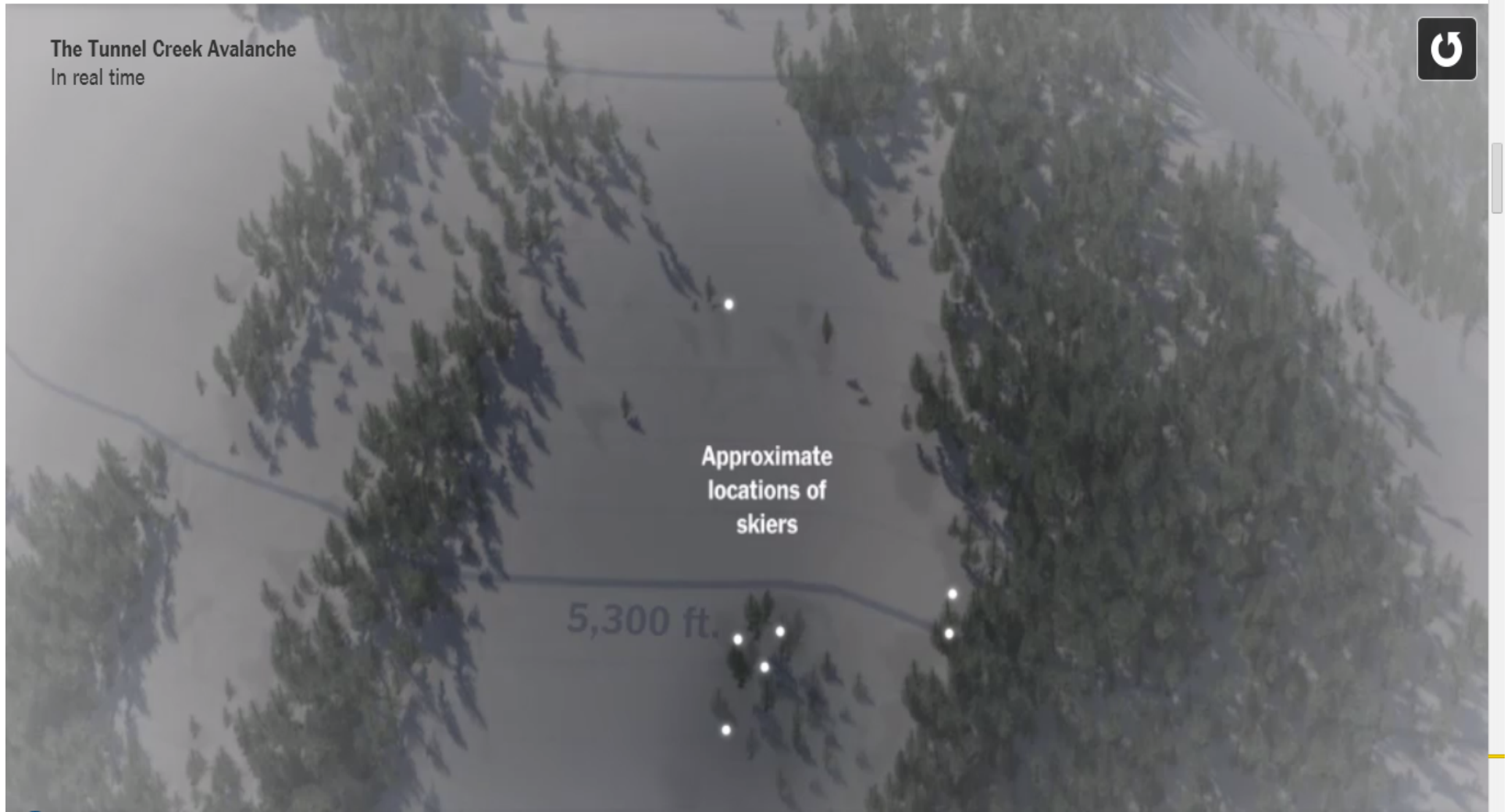
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The Tunnel Creek Avalanche
In real time



Approximate locations of skiers

5,300 ft.

Aerial view of a snowy mountain slope. The image shows a dense forest of evergreen trees on the left and right sides, with a wide, snow-covered path or run in the center. Several white dots are scattered across the slope, representing the approximate locations of skiers. A blue line is drawn across the slope, and the text "5,300 ft." is overlaid on it. The text "Approximate locations of skiers" is also present. In the top left corner, there is a title "The Tunnel Creek Avalanche" and a subtitle "In real time". In the top right corner, there is a refresh icon. The overall scene is a high-angle, wide shot of a mountain slope.

Snow Fall 4

The screenshot shows a web browser window with several tabs open. The active tab is titled "Snow Fall: The Avalanc...". The address bar shows the URL "www.nytimes.com/projects/2012/snow-fall/#/?part=blur-of-white". The page header includes the "Snow Fall" logo and navigation links: "TUNNEL CREEK", "TO THE PEAK", "DESCENT BEGINS", "BLUR OF WHITE", "DISCOVERY", "WORD SPREADS", "MAP", and "THE GROUP". A search bar on the right contains the word "video" and shows "2 of 2" results. The main content area features a video player with the following text: "The Tunnel Creek Avalanche" and "In real time" in the top left; "Elevation: 5,012 feet" in the top right; a large "48 m.p.h." in the center right; and "The snow mass weighs about 11 million pounds." in the bottom right. The video background shows a snowy mountain slope with evergreen trees and power lines. A "4,900 ft" elevation marker is visible at the bottom of the video frame.

Snow Fall 5

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Snow Fall TUNNEL CREEK TO THE PEAK DESCENT BEGINS BLUR OF WHITE DISCOVERY WORD SPREADS MAP THE GROUP video 2 of 2


intended to use, except maybe to get my car out.

Finally, they reached a victim: Chris Rudolph.

“He was lying facedown, so it was hard to get to his face,” Stifter said. “And it was hard because we couldn’t move him because he was just encased in there. His feet were buried really deeply. Finally I was able to get to his face. His face was blue. And so finally I was like: ‘We’ve got to get his feet out! We’ve got to get his feet out!’ That took another good couple of minutes to get his feet free. Then we gently pulled him out by his backpack.”

Stifter performed C.P.R. on Rudolph: 2 breaths, 30 compressions, to the point of exhaustion.

Saugstad called 911. It was 12:40 p.m.

 **Elyse Saugstad**
12:40 PM

“I’m reporting an avalanche,” she said, breathlessly.

Frantic voices behind her shouted encouragement.

“Come on! You can do it! Come on, buddy! Take a breath!”

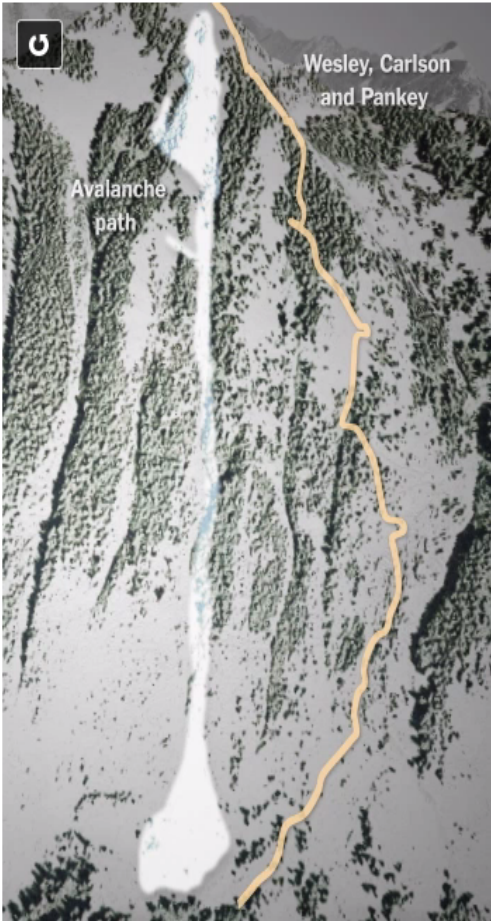
The dispatcher said there were “units on scene.” Saugstad said they had not arrived and asked if they were coming by helicopter.

“Uh, we do not have a helicopter yet in the area because of the avalanche risk,” the dispatcher said.

Hammond was the last to arrive from above and took over trying to revive Rudolph.

“I definitely believed that there was a chance,” Stifter said. “My hope dissipated certainly after Joel got there and I was sitting there. We knew. We looked at each other.”

Twenty feet downhill, the huddle around Brennan slowly came to the same conclusion. Peikert had been performing C.P.R. for close to 30 minutes, with Castillo’s help.



Snow Fall 6

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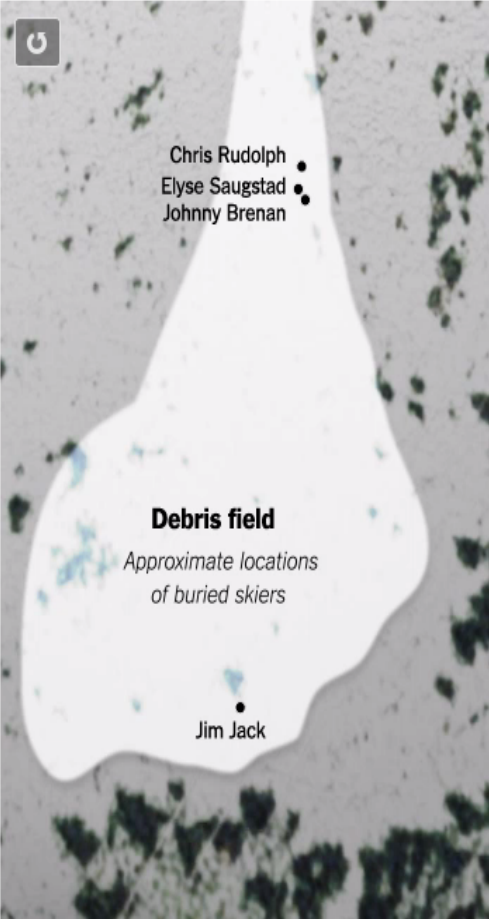
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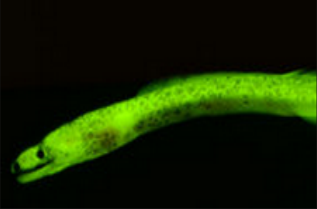
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ScienceTake: Fluorescing Fish



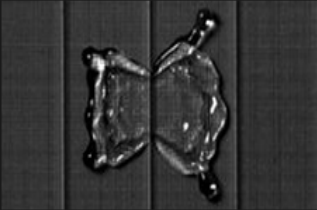
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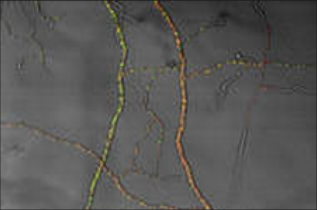
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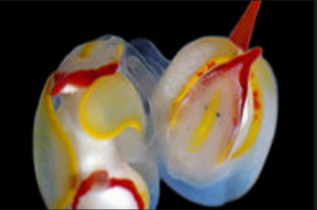
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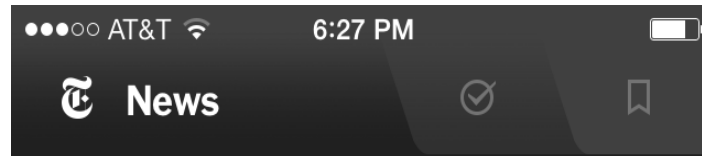


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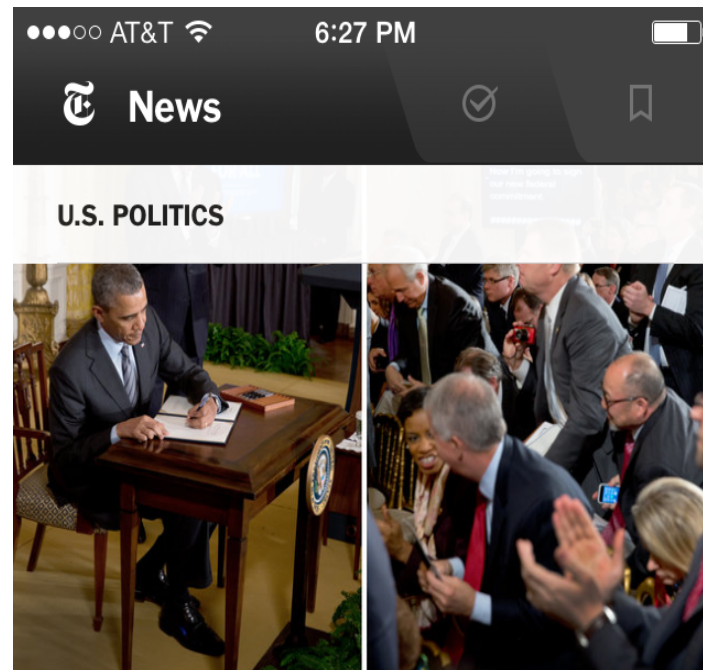
KEYSTONE PIPELINE



Report May Ease Way to Approval of Pipeline

- State Department concludes that pipeline does not pose substantial threat to the environment
- Project would carry 830,000 barrels of

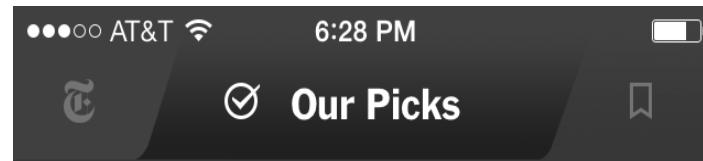
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Companies Join Obama to Hire Long-Term Jobless

- **UPDATE** Walmart, Apple and G.M. among 300 businesses reviewing hiring policies
- **UPDATE** White House invitation to C.E.O.s highlights use of presidential persuasion

NYT Now



David Stern, the commissioner of the NBA, **is retiring on Saturday** after running the league for thirty years.

ESPN asked its basketball writers to assess his legacy.

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