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NOW



CONSTRUCT Concrete Canada

DEC
01
WED

Only oil refineries and power plants pump out more greenhouse gases than cement kilns—at least for now. The EPA recently warned 100 U.S. kilns they'll have to spend \$1 billion annually to cut mercury and fine-particle emissions by 92%, a measure the agency says could save 2,500 lives each year. Concrete execs, who rely on cement as a key ingredient, worry that cleaner kilns mean higher costs. Next steps will be banded about at this Toronto expo, but as Ross Monsour of Ready Mixed Concrete says, "The unfortunate part is, you still have to make concrete with cement." —SUZY EVANS

PRIMP

American Kennel Club/Eukanuba National Championship

DEC
04
SAT

Professional blowouts, business cards, glossy ads in magazines—if you want your bitch to win, be prepared to pay up. And dog owners do: Americans spend \$330 million annually on competitive shows, from travel and training to promotional campaigns (winners can shell out \$100,000 a year in trade ads alone). This 10th annual invite-only event draws 1,500 purebreds to Long Beach, California—and, for the first time, network viewers—as it dog-paddles from Animal Planet to ABC. Better prep for your close-up, Princess. —KATE ROCKWOOD



UNDER WRAPS

In America, one in four toys is purchased in December. The monthly receipt: \$19.5 billion.

DEC
05
SUN

STAY WITHIN THE LINES

Color Management Conference

Once upon a time, pigments and dyes from far-off lands were markers of wealth. Today, color may be easier to come by, but it's just as essential to signaling status and intent, especially for a brand's public image—its logo. We rounded up recent redesigns that the printing professionals will be critiquing this year in Phoenix. —RACHEL ARNDT



YAHOO

Purple has been Yahoo's corporate color since 1996, but the web portal sported red on its home page until 2009, because old monitors displayed purple as more blue or brown.



JACK IN THE BOX

The first logo update since 1985 puts the chain's nickname in white script. "It's a sophisticated redo," says Michael Cronan, cofounder of the design firm Cronan. "Contrast is what we pay attention to in life."



GOOGLE

Rather than stick to primary colors, the green L shows Google isn't afraid to break rules, designer Ruth Kendar has said. In 2010, the colors popped even more, when the logo lost some of its shadows.



APPLE

Apple president Michael Scott called the original apple "the most expensive bloody logo ever designed." It's since moved from six colors to simply silver, relying on its iconic shape.



KRAFT FOODS

Some designers cringe at the new fragile flurry of colors, but Kraft wanted to echo its product diversity, says spokesman Mike Mitchell. The food giant also lightened its blue (from Pantone 287 to 2945).

PROLIFERATE

International Health Promotion Awards

DEC
06
MON

Daily doses of folic acid during pregnancy lower spinal birth defects by a mammoth 50% to 70%. That's a motivating stat, unless you live, say, in an Agent Orange-affected area of Vietnam, where mothers don't have access to WebMD and children are three times more likely to suffer birth defects. New community health groups are working to mend this information gap, on both the micro level (village meetings stocked with samples of folic-acid tablets) and macro (billboards, TV ads, and radio announcements). Impact and strategies for going global will be dissected at this Rome symposium honoring organizations from around the world, with the winner getting a financial booster shot: \$5,000 to keep growing. —MARGARET RHODES

COMPLEMENT

TEDWomen

DEC
07
TUE

In July, when TED announced its first conference on women's issues, many fretted that it would segregate female voices from the main event, where they are underrepresented. But June Cohen, executive producer of TED Media, says the two-day gathering, which features women such as Madeleine Albright and Facebook COO Sheryl Sandberg, as well as nonwomen like Ted Turner, will complement rather than replace TED's diversity efforts. "It's not an either-or," she says. "It's a yes-and." One early lesson is that gender is still a hot potato. "It's always seen as a zero-sum game somehow," says Paley Center for Media CEO Pat Mitchell, who conceived the event. "I can promise you, we're going to try to do a whole conference where 'women' is in the title and not mention the word gender." —MICHAEL SILVERBERG

Illustrations by RAYMOND BIESINGER

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NOW December/January

DEC
08
WED

NIP, TUCK

LifeScience Alley Conference and Expo

The number of people jumping on a plane to go under the knife is surging—in the U.S. alone, medical tourism is growing 35% each year. Plastic surgery, which makes up one-third of these trips, will be much discussed at this Minneapolis expo. Here, we look at where people go to get pretty. —SE

FACE-LIFT

Destination: **South Africa.**
Sun, safari... surgery? Roughly 450,000 people travel to South Africa for medical tourism each year, many signing up for "medical safari" packages. Face-lifts remain a taut top draw.
Local cost: \$4,620
U.S. cost: \$15,000

RHINOPLASTY

Destination: **Malaysia.**
Even coupled with a pricey flight, a nose job here is still one-third the cost stateside. More than 300,000 medical tourists see logic in such math annually.
Local cost: \$1,293
U.S. cost: \$8,000

LIP AUGMENTATION

Destination: **China.**
The \$2.5 billion Chinese cosmetic-surgery industry is growing at 20% each year, and lip lovers from neighboring countries have made it the No. 1 destination for mouths.
Local cost: \$500
U.S. cost: \$1,736

CHEEK IMPLANT

Destination: **Spain.**
Twenty percent of all cheek implants occur in Spain, the No. 1 destination worldwide for the procedure. The face-fat market is buoyed by cheap home rentals, numerous flights, and bilingual hospitals.
Local cost: \$1,942
U.S. cost: \$2,550

BREAST AUGMENTATION

Destination: **Costa Rica.**
¿Aumento de pecho? North Americans have flocked here for implants since the '80s, lured by low prices and high hospital ratings.
Local cost: \$3,800
U.S. cost: \$10,000

LIPOSUCTION

Destination: **Colombia.**
A beacon for flabby tourists, Colombia sucks—a lot. Twenty-three percent of cosmetic procedures are liposuction, and 7% of tourists to the capital are there for plastic surgery.
Local cost: \$2,500
U.S. cost: \$9,000

DENTAL IMPLANT

Destination: **Hungary.**
Rigorous ongoing-training rules make Hungarian dentists a magnet for people seeking a prettier smile, particularly Britons wanting to swish and spit on the cheap.
Local cost: \$900
U.S. cost: \$2,800

CHIN AUGMENTATION

Destination: **South Korea.**
Each year, 50,000 people head here for medical procedures. Japanese women, often pairing the pursuit of chiseled jawlines with shopping sprees, are leading the trend.
Local cost: \$1,980
U.S. cost: \$2,058

BRAZILIAN BUTT LIFT

Destination: **Brazil.**
The only country with a plastics procedure named after it, Brazil trails only the U.S. in total cosmetic procedures each year.
Local cost: \$6,000
U.S. cost: \$11,500



Illustration by **DAVID COWLES**



UNDER STARS

At the northernmost tip of the U.S., the sun doesn't rise for two months during the winter.



Poverty Drive-By: The Dharavi slum in Mumbai now draws 2 million tourists each year.

RESPECT

Destination Slum

DEC 09 THU

"Is it voyeuristic to look at poverty, or worse to ignore its existence? It's a difficult question," says

Ko Koens, co-organizer of this Bristol, U.K., conference that plumbs the murky ethics of slum tourism. The practice has gained recent popularity, thanks to films such as *City of God* and *Slumdog Millionaire*. After studying slums around Cape Town, South Africa, Koens argues that when done correctly, slum tourism can bring a welcome boost to the local economy. "Residents are eager to engage with visitors, and when tours incorporate the local people and businesses, there are undeniable benefits," he says. "But when big buses drive in, take photos, and drive out, locals despise it. They're not zoo animals."

—STEPHANIE SCHOMER

RECALL

Contained Memory Conference

DEC 09 THU

Our world is made of memories—and words play but a minor role: Public memorials are designed to evoke a sense of community and pride; dance is used globally to preserve cultural heritage; businesses bank on nostalgia to sell products. But for the 26 million people suffering from Alzheimer's disease, memory is a daily battle. Academics and artists gather in New Zealand to discuss treating Alzheimer's with art, which bypasses cognitive skills and taps into the nonverbal, creative part of the brain, aiding in communication and recall. "No matter where we come from or what we believe in, memory is essential to our being," says Kingsley Baird, a conference organizer. "By bringing science and art together, we'll find new ways to express, retain, and retrieve memories." —SS

Postage on Parade: The post office has raised stamp prices 17 times since 1971.



DEC 13 MON

LICK, STAMP, REPEAT

Busiest Mailing Day of the Year

The U.S. Postal Service will handle almost twice as much mail today—830 million pieces—as on a regular day, but that extra business is doing little to make mail carriers jolly. This fall, the Postal Regulatory Commission denied the agency's proposal to raise a first-class stamp by two cents, to 46 cents—the fifth rate-hike request since 2006. In its plea, the post office pointed to declining revenues and a \$6 billion deficit for fiscal year 2010. In its rejection, the commission argued that, by law, rates cannot raise beyond the level of inflation unless there's an emergency and criticized the USPS's "overly ambitious" attempt to fund retiree health-insurance premiums. We wonder if the commission sent the news by email (ouch). —BRIGID SWEENEY



UNDER THE INFLUENCE

"New Year's is a harmless annual institution, of no particular use to anybody save as a scapegoat for promiscuous drunks and friendly calls and humbug resolutions." —Mark Twain



Virtual Race: In 1982, *Tron* cost \$17 million. The sequel cost \$150 million.

ZOOM

Tron: Legacy

DEC 17 FRI "I wanted to make the sexiest, coolest vehicle you could possibly imagine," says designer

Darren Gilford of the Light Cycle, the sleek speeder that swirls trails of neon in *Tron: Legacy*. For the sequel, Gilford's concept artists avoided alienating fans of the 1982 cult classic by drawing inspiration from the bike's original design, a boxy pixilated vehicle that was severely hampered by 1980s technology. Three decades later, the Light Cycle has morphed into a glossy prowler, with hubless wheels and loops of light that blur where the bike ends and the body begins. "For engineering purposes, it's next to impossible to actually make," Gilford says. "But we're no longer beholden to the limitations of engineering." —AUSTIN CARR

FOCUS

No Interruptions Day

DEC 31 FRI The bad news: The average office worker is interrupted—by coworkers, emails, or phone calls—every 11 minutes. Even worse is that it takes basically that much time to refocus on the task at hand. On this last business day for 2010, turn off your phone and tell that chatty coworker to buzz off. If he doesn't listen? Sneak around, says Gina Trapani, a FAST COMPANY.com Work Smart blogger and project director at Expert Labs. "At a software job years ago, people constantly stopped by to ask questions, and it was impossible to work," she says. "I started booking a conference room for an hour or two. I worked in total peace while the rest of my office mates thought I was in another meeting." Deceptive, yet effective. —SS

MAKE CHANGE

Estonia Adopts the Euro

JAN 01 SAT *Head uut aastat!* That's how to wish a happy new year in Estonia, where citizens ring in a new currency along with a new decade. Today, the tiny country becomes No. 17 to join the euro zone—and, more notably, the first former Soviet republic to make it in. (Just shy of 20 years ago, Estonians were celebrating the switch from rubles to krooni.) But adopting the euro is unlikely to pay off immediately; after a storm of sovereign debt problems, the zone is still walking on economic sea legs. Which leaves this irony: If you're a country with the kind of strong balance sheet that's enviable enough to get you into this club, then you might be better off staying out. But who ever said prestige didn't come with a price? —LILLIAN CUNNINGHAM

BROMANCE

World Series of Beer Pong

JAN 01 SAT News flash: Masculinity is cool again. "The pendulum is swinging back from metrosexual," contends Dos Equis brand director Paul Smailes. And nothing says manly like tossing ping-pong balls at plastic cups. Or, you know, beer. Brands such as Miller Lite and Dos Equis have embraced bro culture in a big way, with campaigns urging drinkers to "man up" and emulate "the most interesting man in the world." You'd think that would make finding a sponsor for the World Series of Beer Pong, in Las Vegas, a no-brainer—the event runneth over with advertising's coveted demographic of 21- to 30-year-old men. But Ben Solnik, of host bpong.com, says beer brands remain skittish. Dude, tell those breweries to man up. —RA



REVERSE

North American International Auto Show

JAN 10 MON It's been three years since Porsche led an exodus of high-end brands—including Ferrari, Infiniti, and Rolls-Royce—from this prestigious Detroit show, which attracts 700,000 auto enthusiasts over two weeks. But this year, Porsche quietly signaled it'll be back in the lineup and plans to display its iconic 911 Speedster. Is this an indication to other luxe lines that it's time to steer on back to Motown? "There is a feeling of optimism that the event will continue to grow," says NAIAS spokesman Sam Loerichio. With all 750,000 square feet of the main show floor sold out by September, we'd say that optimism is justified. —JOHN DORMAN

FACT-CHECK

10th Anniversary of Wikipedia

JAN
15
SAT

The edits made to the Wikipedia entry for the Iraq War can fill 7,000 pages—and they do, in this fall's *The Iraq War: A History of Wikipedia Changes*. (We appreciate the simplicity of the edit "Saddam Hussein was a dickhead.") But as the encyclopedia rounds its first decade, it's beefing up its veracity, with the Public Policy Initiative, in which college students write fully vetted entries. "Our courses are rigorous," says Rochelle Davis, whose Georgetown public-policy students will produce entries. "They do all the research, and then the work is for Wikipedia." Smart, indeed. —MR

Love-Love:

Serena Williams and Venus Williams are the Australian Open doubles champs.



TALLY

The Australian Open

JAN 17 MON
How much are those grand-slam groupies worth? Depends on location. The U.S.

Open, in New York, serves up about \$420 million in economic impact, counting 720,000 spectators. But last year, Melbourne hosted 600,000 and generated just \$110 million. The city is shoring up its game with a new \$363 million redevelopment of Melbourne Park to create friendlier common spaces, enhance transit access, and increase seat capacity. In exchange, Melbourne is the guaranteed host through 2036, by which point the tournament is expected to draw a million free-spending spectators each year. —CLAY DILLOW

Cynthia Lum/icon SM (Williamses); Barcroft/Fame Pictures (graffiti)





UNDER ONE FLAG

More states have been admitted into the union in December (nine) and January (seven) than any other months.

SELF-ORGANIZE

Compostmodern

JAN 22 SAT How to design an eco-design conference? Pick a setting (San Francisco, home to more green jobs than any other city in America) and invite a bunch of companies to give inspirational talks (Ideo, Stanford's d.school, GoodGuide, Obama for America). After the first day, when everyone tires of speakers, schedule a daylong "unconference," full of free-form presentations and project incubation. People will share, they'll kibitz, they'll finally corner Yves Béhar long enough to pitch him that idea for a sustainable dolphin fanny pack. But wait a sec—isn't that just more conference? Those earnest designers can be so sneaky. —MS

GET PRICKED

Biomanufacturing Summit

JAN 24 MON Swine flu may seem so last year, but the Centers for Disease Control is worried enough about it recirculating that it's issued its first-ever recommendation that everyone get vaccinated. That's a swinish silver lining for bio execs at this San Diego summit, who say they're prepped. (While the government footed the bill last year, meeting demand was a struggle.) As Novartis's Matthew Stober reassures us, "There's no scramble for vaccines this year." —RA



READ

When Small Countries Crash

JAN 31 MON 1690s Scotland, 1930s Austria, 2008 Iceland—all are small countries that suffered economic collapses. Scott MacDonald and Andrew Novo's new book argues that small nations are especially vulnerable and ill-equipped to rebound. "You have a limited universe of talent to draw from," MacDonald says. "It does function in some ways like a limited gene pool." Lest Lesotho and Kiribati despair, they might consider the success of pint-size Luxembourg, which has kept its ambitions modest and separated its political and economic spheres. In other words, it's time for Iceland's corporate Vikings to dock their longships. —MS

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Marc Lore

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NOW



MINE

O'Reilly Strata Conference

FEB 01 TUE Sifting through tons of data used to be a task left to computer whizzes and weathermen. But mining for insights has gotten faster and cheaper, and businesses from ad agencies to grocery stores will gather in Santa Clara, California, to discuss turning data into dollars. Carol McCall and her team at insurance giant Humana looked at claims and health studies to pinpoint how to tailor drug cocktails to avoid bad reactions, which cost the firm \$500 million in claims in one year. With big-data analytics, McCall says, "you can solve things that we couldn't even see before." —RACHEL ARNDT

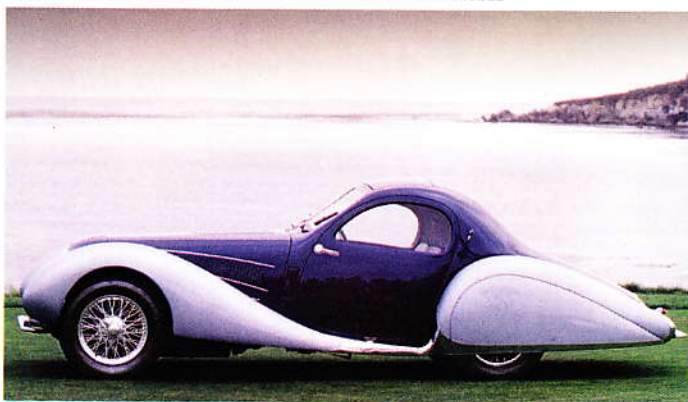
PRY OPEN

Transmediale

FEB 01 TUE "People have carpal tunnel because hardware wasn't designed with humans in mind. The same problem exists with digital interfaces—human elements are often left out of code," says Carolyn Guertin, a self-proclaimed cyberfeminist, University of Texas at Arlington professor, and speaker at this Berlin festival aimed at pondering the intersections of culture and technology. Just as gender and cultural studies transformed the humanities from "bastions of white male privilege" to supporters of inclusivity, Guertin says, it's time to open up all things tech. —STEPHANIE SCHOMER



Gearheads: Prices for collectible cars such as the Porsche 356 (left) and Talbot-Lago are hitting all-time highs.



GO VINTAGE

Rétromobile

FEB 02 WED What do rich folk do when playing the stock market has lost its luster? Buy vintage cars, of course! Collectibles like old-school Ferraris, Maseratis, Mercedes-Benzes, and Rolls-Royces have never been more popular, but the inventory of vintage autos is fixed at roughly 6 million, so high-end collecting has also never been pricier. This past May, a 1936 Bugatti Type 57SC Atlantic sold for more than \$30 million to an anonymous buyer—the highest price ever paid for a car, by about \$2 million. That sale should be a hot topic at this five-day Parisian expo. Last year, an all-but-destroyed 1925 Bugatti Brescia Type 22 Roadster, submerged off Switzerland in Lake Maggiore since 1936, sold for around \$370,000. —SARAH UNKE

CUT

National Cattlemen's Beef Association Trade Show

FEB 02 WED Good news for cows, bad news for cattlemen: The average American ate 1.7 pounds less beef in 2009 than the year before. (That's still 61 pounds per person, roughly the weight of a newborn calf.) Rising feed costs (hello, ethanol!), higher export demand, and smaller supply have beefed up prices and trampled dining-table demand. Beef producers at this annual convention in Denver will talk ways to keep beefeaters from quitting cow. One solution for keeping carnivores craving steak? Push smaller (more affordable) portions, says association marketing manager Trevor Amen. "You can include beef in your diet at any budget." Well done, beef man. —RA

READ

Triumph of the City

FEB 03 THU "There's a lot to like about urban poverty," writes Edward Glaeser in this provocative new book. When the Harvard economist looks at the poorest cities—Kinshasa, Rio—he sees not just deprivation but opportunity. People in slums are better off than their poor rural neighbors—happier, more likely to find a job, and with more means of advancement. And poverty is higher for new arrivals than for established residents, suggesting the benefits over time of urban living. "Better to hope for a world where cities can accommodate millions more of the rural poor," he argues, "than to wish that those potential migrants would end their days in agricultural isolation." With apologies to Henry David Thoreau and Jane Jacobs: Bring on the megacities! —MICHAEL SILVERBERG

BLOW OUT

Pixar Turns 25

FEB 03 THU My, how Pixar has grown. The studio, officially created when Steve Jobs paid \$10 million for George Lucas's computer division of Lucasfilm, cut its teeth making animated commercials for companies including Listerine and Lifesavers. *Toy Story* in 1995 allowed Pixar to finally shed its ad-agency day job, leading to a boy-centered adolescence and 11 chart-topping full-length films. Since the Academy Award for Best Animated Feature was introduced in 2001, every movie Pixar has made—totaling more than \$6 billion in worldwide box-office sales—has been nominated, and five have won. Still, 25 years is a long time to be putting off the ladies: Pixar has yet to make a movie with a female protagonist. Its 2012 film, which aims to change that, is appropriately called *Brave*. —RA

Cake, Please: *Toy Story 3* has earned the biggest slice of Pixar's success. It's the highest-grossing animated film of all time, totaling more than \$1 billion.



Illustration by DAVID COWLES



JEG ELSKER DIG

In Denmark, suitors send anonymous handmade notes called *gaekkebrev* on Valentine's Day. If the identity is guessed correctly, the note maker must also gift an Easter egg on Easter.



Jiminy Cricket! India's Sachin Tendulkar has many nicknames: the Master Blaster, the God of Cricket, and the Little Champion. He's 5 feet 5 inches tall.

FEUD

Cricket World Cup

The biggest upset for the Cricket World Cup may have happened before the 43-day-long tournament even begins. Following concerns over security, Pakistan was stripped of its status as a host country in April 2009 and told it would have to host its home games in neighboring India. The Pakistan team threatened to withdraw, but after its opening matches were rescheduled to take place in Sri Lanka, the team decided not to skip the spotlight. And this year, it'll be a big one: ESPN Star is broadcasting the games in 220 countries as part of a \$1.1 billion deal.

—JEREMY GORDON

TOUCH

Digital Signage Expo

All the world's a display—or it soon will be, if companies like Intel have their way. A sponsor at this Las Vegas expo, Intel is the computing power behind concepts like a vending machine covered in a giant LCD touch screen. When the screen senses snack-searchers approaching, it switches from ads to product displays. And—surprise!—a hidden camera records which ages and sexes consume which snacks. So while the trend in digital signage may be “getting the customer involved with the digital boards,” says event cofounder Chris Gibbs, the future will be about getting those boards to first interact with us. —RA

FEB
19
SAT

FEB
22
TUE



STS-34: *Atlantis*, 1989

Cost: \$499 million
Distance traveled: 1,800,000 miles
Orbits: 79
Mission: Launch an unmanned, Jupiter-bound *Galileo* probe
Results: The probe completes an eight-year in-depth study of Jupiter and its moons.



STS-31: *Discovery*, 1990

Cost: \$499 million
Distance traveled: 2,068,213 miles
Orbits: 80
Mission: Launch Hubble Space Telescope into orbit
Results: The Hubble's 20-year run gives scientists major insights into the expansion and age of the universe and the life cycle of stars.



STS-71: *Atlantis*, 1995

Cost: \$407 million
Distance traveled: 4,100,000 miles
Orbits: 153
Mission: Dock to Russia's *Mir* space station
Results: The 100th U.S.-manned launch lays groundwork for the International Space Station. Russians and Americans trade spit in space for biomedical research.



STS-107: *Columbia*, 2003

Cost: \$1.1 billion
Distance traveled: 6,600,000 miles
Orbits: 255
Mission: Conduct 58 research projects on cancer drugs, building foundations, and firefighting
Results: Minutes before its landing, *Columbia* disintegrates, killing seven astronauts on board.



STS-1: *Columbia*, 1981

Cost: \$214 million
Distance traveled: 1,074,000 miles
Orbits: 37
Mission: Ensure safety of the space shuttle in takeoff, orbit, and landing
Results: After 10 years of R&D, the shuttle proves that safely returning a crew to Earth is possible.



STS-51-L: *Challenger*, 1986

Cost: \$328 million
Distance traveled: 18 miles
Orbits: Zero
Mission: Deploy a communications satellite and a device to measure Halley's Comet
Results: It explodes 73 seconds after lift-off and kills seven astronauts.

FEB
27
SUN

ORBIT

NASA's Space-Shuttle Program Ends

Unless the new Congress approves an appropriations bill sending hundreds of millions of dollars to NASA, the space agency will launch its final space-shuttle mission on February 27, at 3:35 p.m., give or take 10 minutes. As the \$115 billion reusable-orbital program retires, we look back at six notable missions from its 30-year history. —MS



IN HISTORY

Twenty-five years ago this month, indie festival South by Southwest launched, Microsoft went public, and the NFL adopted instant replay.



ALL THAT GLITTERS: From left, *The Kiss*, by Gustav Klimt; Chavin Stirrup Spout Bottle, crafted in ancient Peru; and a Mixtec Bell depicting the god of fire, Xiuhtecuhtli.



SPARKLE

Gold!

MAR
05
SAT

"Gold has lost its prestige," says Rico Franses, an art history professor at the American University of Beirut. That's an interesting opinion when gold is at record-breaking prices—it jumped 28% in 2010 to \$1,400 an ounce—but Franses, keynote speaker at this Boston art symposium, insists that our modern dollar fixation has actually devalued the precious metal. "When gold was the only store of value, it was sacred. In medieval art, gold was everywhere. Viewed by candlelight, it created a dazzling, spiritual effect," he says. "Today's world doesn't want to be dazzled by gold. We just want to know how much money it can be converted into." —STEPHANIE SCHOMER

MAR
08
TUE

CELEBRATE

International Women's Day

When the first International Women's Day took place 100 years ago, there were a lot of female "firsts" we couldn't yet celebrate. Flash forward a century and women are cracking the gender-expectations piñata everywhere from Sri Lanka to outer space.

—LILLIAN CUNNINGHAM



JEANNETTE RANKIN 1916

The first person to pack a dress for Congress, Rankin served one term, as a Republican rep from Montana, then returned to the House in 1940. She was the lone vote against the U.S. declaring war on Japan.



SIRIMAVO BANDARANAIKE 1960

After her husband was assassinated, Sri Lanka's Bandaranaike ran for his spot and became the world's first elected female prime minister. She led the country's transition to a republic, in 1972, and its name change from Ceylon.



VALENTINA TERESHKOVA 1963

The Seagull isn't just one of Russia's most famous plays; it was also the code name for one of the country's most notable cosmonauts. The first woman in space, Tereshkova orbited Earth for 71 hours aboard *Vostok 6*.



KATHARINE GRAHAM 1972

Woman numero uno to head a Fortune 500 company, the *Washington Post* publisher's better-known accolades came for her controversial decisions to publish the Pentagon Papers and the Watergate break-in coverage.



SANDRA DAY O'CONNOR 1981

Nominated to the Supreme Court by President Reagan in 1981, O'Connor's moderate approach over 24 years played a pivotal role in decisions on abortion, affirmative action, and antiterrorist detention policies.



ANN DUNWOODY 2008

It was 1970 before the U.S. Army promoted its first female one-star general—and it took 38 more years before a woman, Dunwoody, would reach the highest rank as a four-star. She now heads one of the military's largest commands.



IN SPIRIT

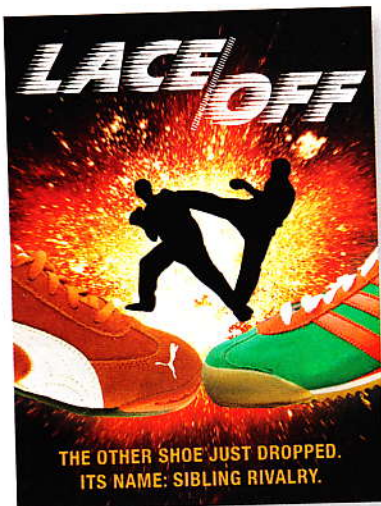
Ever notice how the abbreviation for March 10 (Mar 10) sorta looks like it spells Mario? Gamers did. They've been celebrating the day as Gamers Holiday since the Nintendo title's 1990s heyday.

MAR
15
TUE

WATCH YOUR BACK

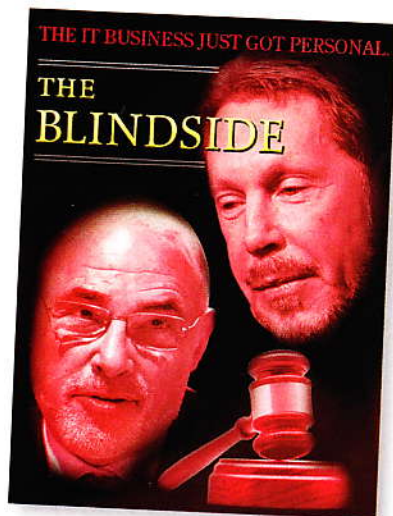
Iides of March

What better way to remember Brutus backstabbing Caesar than by watching movies like *The Informant!* and *The Social Network*? Here are four more corporate-betrayal films primed for the Hollywood treatment. —RACHEL ARNDT



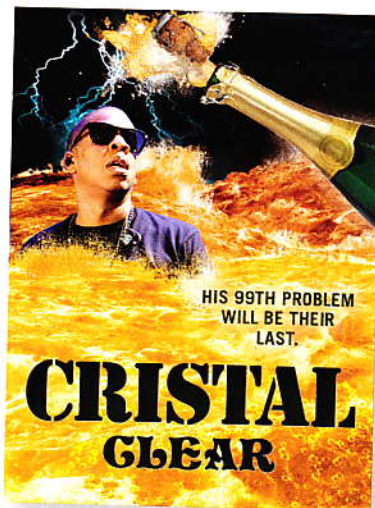
PUMA vs. ADIDAS

Who knew Puma and Adidas were born of sibling rivalry and brotherly betrayal? Rudolf and Adolf Dassler initially founded shoe company Dassler Brothers, but fears of being sent to fight in Poland and alleged Nazi aiding turned the two against each other. The company dissolved when Rudolf and several Dassler employees left to start Puma, and Adolf (nickname: Adi) was left with what would become Adidas.



ORACLE vs. HP

Oracle and HP had long been happy business partners—until Mark Hurd lost his HP CEO title last August after being accused of sexual harassment, and Leo Apotheker was named his replacement. Oracle's CEO bashed the choice, saying HP chose "a guy who was recently fired because he did such a bad job of running SAP." Hurd was later hired as a copresident at Oracle; HP sued him for contract violations.



CRISTAL vs. JAY-Z

The musician turned mogul served Cristal in his nightclubs and included it in his rhymes. But when the managing director of Louis Roederer, the company that makes the Champagne, was asked if rappers' preference for the bubbly was bad for the brand, he said, "That's a good question, but what can we do? We can't forbid people from buying it." In response, Jay-Z got rid of all bubbly allegiances—even replacing "Cristal" in his lyrics.



CONAN O'BRIEN vs. NBC

Conan O'Brien had just seven months to reign over the late-night kingdom before NBC told him he had to go as host of *The Tonight Show*. O'Brien came out on top, though: After Jay Leno took over the time slot, O'Brien went on a hit comedy tour leading up to the first season of his new show on TBS.

MOVE

Global City Forum

MAR
15
TUE

Traffic taxes, parking-spot sensors, individual transit pods—what does transportation look like in an ideal city? Urban planners and industry experts will gather in Abu Dhabi to talk ideas being tested across the globe. In nearby Masdar City, a development designed to become the world's first carbon-neutral city, people can use Personal Rapid Transit, a network of driverless electric taxis. In Stockholm, IBM's congestion-management software allows traffic fees to rise and fall depending on the number of cars on the road—and has helped cut traffic by nearly 25%. And MIT's Copenhagen Wheel, hitting streets later this year, is an add-on motor to encourage the athletically averse to travel by bike.

—RA

EXPRESS

10th Sharjah Biennial

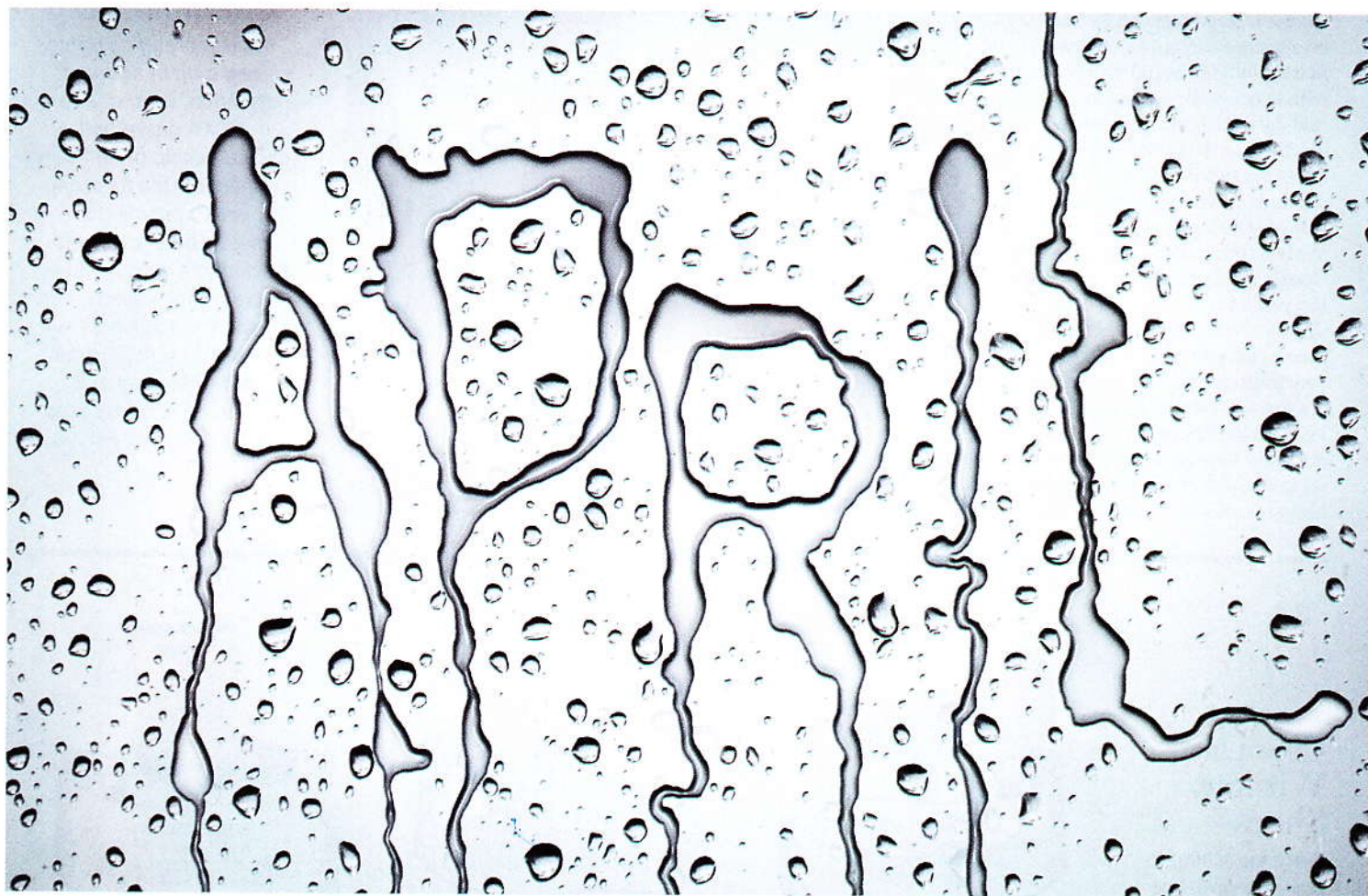
MAR
16
WED

The Arabic-speaking world's largest art show brings 119 artists to Sharjah, a historic port city in the United Arab Emirates, with made-for-grad-seminar themes such as "seduction" and "dissidence." Most participants, like Decolonizing Architecture, a West Bank-based group that reimagines the infrastructure of the Israeli occupation, come from the Middle East, but there are also many Western artists, including Sophie Calle. How well can contemporary art, with all its weird juvenilia, play in a deeply conservative emirate governed by sharia law and an autocratic ruler? In past years, some work that alluded to sex was censored, and Israeli artists haven't been welcome. Suzanne Cotter, this biennial's cocurator, says she hasn't "encountered thus far" any limits on artistic freedom. "Sharjah is a place where life is life," she says. "It's not a repressive dictatorship. It's a place." —MS

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NOW



LOOK UP

Global Astronomy Month

APR 01 FRI You needn't be an astronomer to know that city stargazing is lousy, thanks to everything from street lamps to round-the-clock office bulbs streaming illumination upward. But surging light pollution is making it harder for even country mice to find a clear sky (and Orion's Belt). In the U.S., 95% of people live in an area with double the natural level of outdoor light. To combat such pollution (which produces 66 million metric tons of carbon dioxide annually—the equivalent of 9.5 million cars), Astronomers Without Borders is organizing local gatherings to get folks to flip off the porch lights and break out their telescopes. —JEREMY GORDON

LOAD

25th Annual WonderCon

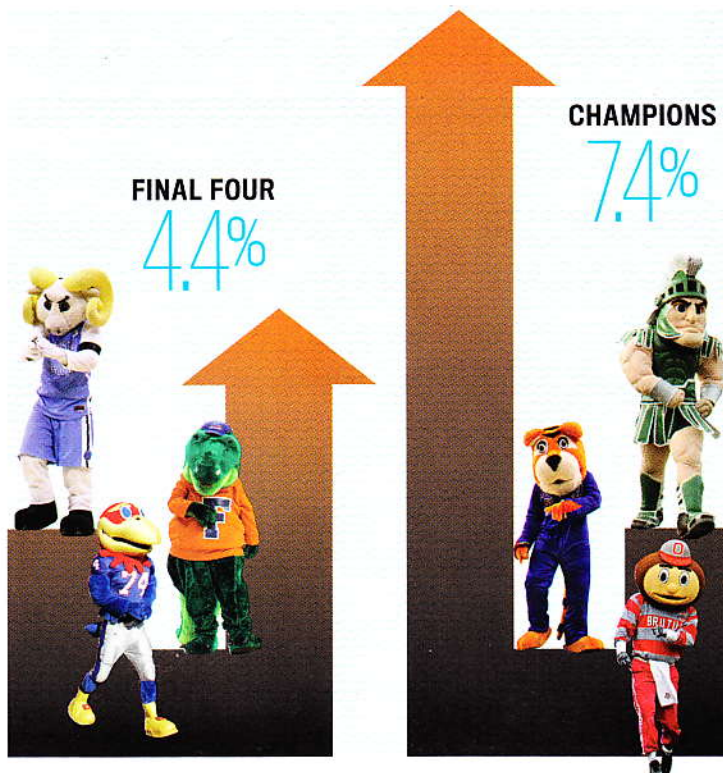
APR 01 FRI It's a bird! It's a plane! It's a—scrolling, scrolling... Comics may have made the leap from printed page to silver screen (the Spider-Man trilogy alone has nabbed \$2.5 billion at the box office), but the move from paper to mobile devices has been laden with Kryptonite. Fans at this San Francisco geek fest will assess digital comics' \$1 million piece of the \$680 million U.S. comics industry. Zooming and panning on the iPad still "yank you out of the experience a little more than they should," says comics writer and critic Scott McCloud. Rather than translate dots to pixels, he says, "the best thing is to format the page for the screen." —RACHEL Z. ARNDT

INVENT

Google Global Science Fair

APR
04
MON

What do earmuffs, television, and ChatRoulette have in common? They were all dreamed up by teenagers—the same age group Google is targeting with its first-ever science fair, an online smarts search. Judging begins today, with winners announced in mid-July. Those who missed the deadline (or the 13-to-18 age bracket) can still marvel at wunderkinds' submitted videos and vote on which pint-size inventor might have outsize impact. Google is following Intel's lead: At last year's fair, 16-year-old Amy Chyao, whose photosynthesizing process allows cancer drugs to penetrate more deeply, scored top honors, and her work is now being tested at the University of Texas at Dallas. Sure puts your glue-stick-and-poster-board memories to shame, don't it? —DAN MACSAI



APR
04
MON

BOUNCE

Final Four Championship

Besides bragging rights and a bit of national attention, what does an NCAA basketball championship bring? More applicants the following year, according to researchers Jaren and Devin Pope, who found an increase for schools that make it to the Final Four and a larger uptick for winners. Hear that, ballers? The admissions office is rooting for you.

—RZA

APR
05
TUE

SHARE

One Day Without Shoes

Since launching its buy-one-give-one model in 2006, Toms Shoes has donated more than 1 million pairs to kids in need. Today, the company asks us to bare our soles to raise awareness, but its influence has spread far beyond footwear. Here, a look at companies inspired to share the wealth by donating an item for each one sold.

—STEPHANIE SCHOMER



Jim McIsaac/Getty Images (Ram); Brian Bahr/Getty Images (Jayhawk); Doug Benc/Getty Images (Gator); Andy Lyons/Getty Images (Tiger); Mark Cunningham/Getty Images (Spartan); Jamie Saban/Getty Images (Buckeye); courtesy of SunNight Solar (flashlight); Warby Parker (glasses); Roma Boots, Out of Print (book); Toms (shoes); A. Hong/One World Futbol



IN JEST

Pranks have been associated with April 1st since at least the late 1300s. One of the earliest recognized April Fools' tricks: In Chaucer's *Canterbury Tales*, the vain rooster is deceived by a fox on April 1st.

RESIST

World Health Day

We bet you can't guess the theme of this year's World Health Day. And no, that line wasn't laced with sarcasm—really, we bet you can't. After presumably running down the list of big-name global health issues like malaria, AIDS, obesity, and childhood mortality, the World Health Organization settled on a 2011 theme that is as scientifically important as it is difficult to remember: antimicrobial resistance. It's the idea that the biggest health threat is the resistance that human bodies are building up to medicines aimed at fighting health threats. The problem is compounded by the emerging risk of highly resistant superbugs. Whoa. While it may not make for the catchiest public-awareness campaign, it gets major points for being daringly meta.

—LILLIAN CUNNINGHAM

FUND

Women, Money, and Power Summit

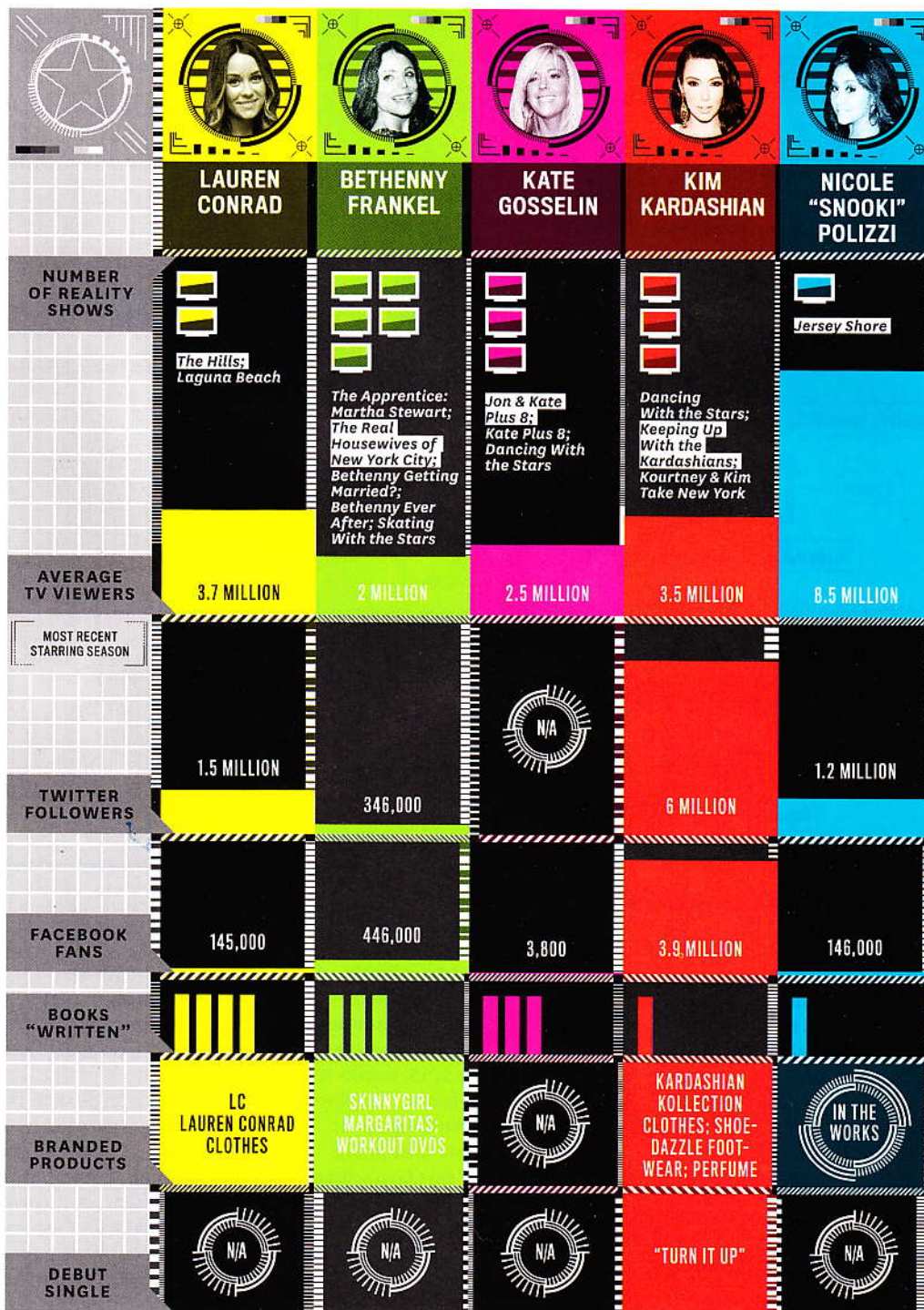
Is it just us, or is it a bit ironic that the Women, Money, and Power Summit is being held at Washington, D.C.'s Mayflower Hotel, the infamous site of Eliot Spitzer's ill-fated romp with the same trifecta? The Feminist Majority will use the spot to host its third annual event exploring issues ranging from gender equality to reproductive health—and, more specifically, why landmark women's bills continue to pass but the money doesn't follow. "We're great on the policy side but not on the appropriations side," says president Eleanor Smeal, adding that this year's event is "dedicated to following the dollar." In that case, Washington and the Mayflower are as perfect a place as any. —LC

APR
09
SAT

SPIN SOMETHING FROM NOTHING

Reality Rocks

Although the genre thrives on shrill outbursts and general debauchery, reality TV's savviest participants now tout multiplatform brand empires. We size up the biggest names sure to be obsessed over at this L.A. fan convention. —DM





IN HONOR

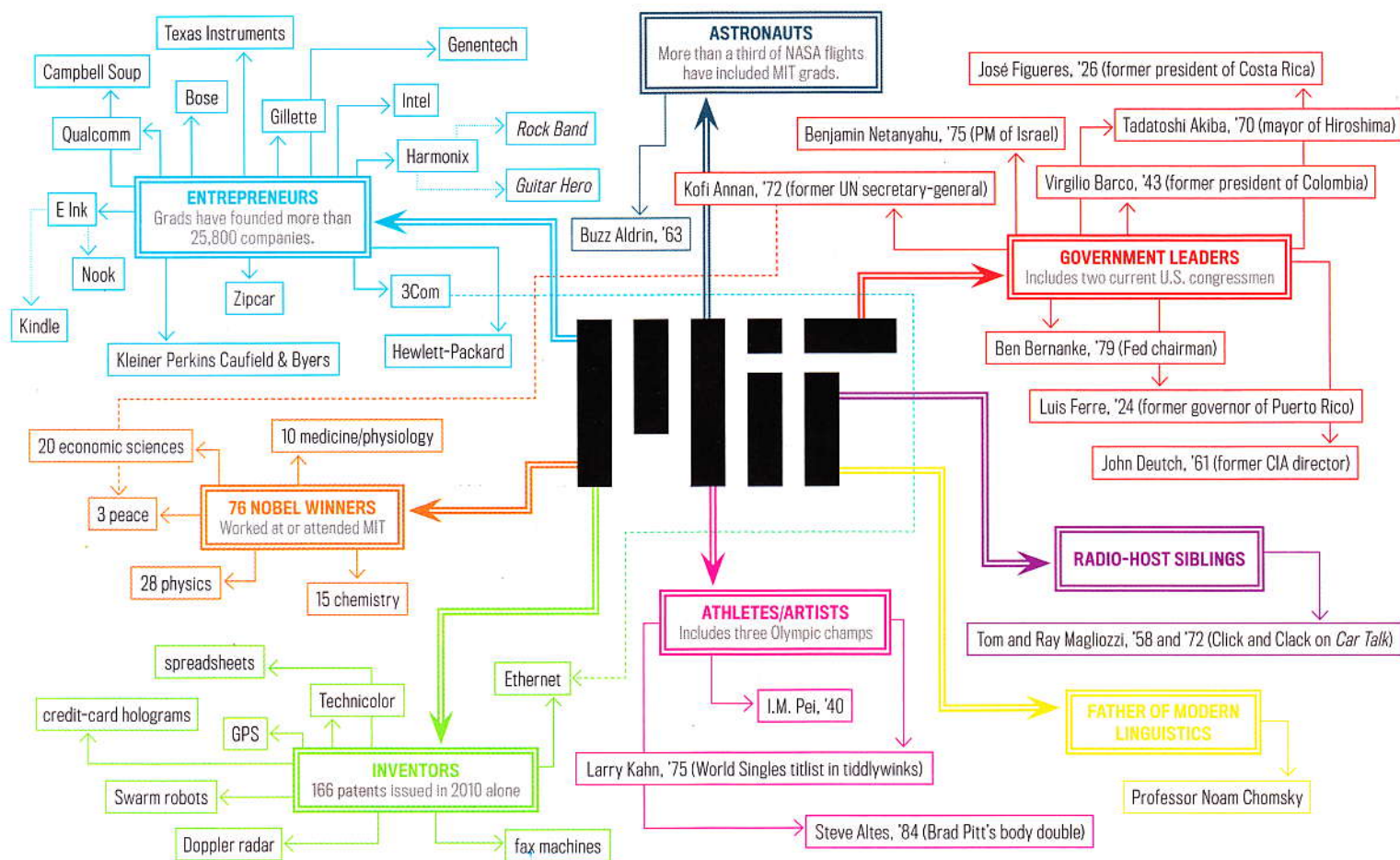
April is the international month of the fugue, following Bach's birthday at the end of March. Some composers channel the master by writing a fugue a day for 30 days.

APR
10
SUN

CELEBRATE

MIT's 150th Birthday

The students, alumni, and professors at MIT are a brainy—and busy—bunch. To mark the university's 150th year, we tracked a handful of smarty-pants with ties to the school. —RZA



PITCH IN

National Volunteer Week

APR 10 SUN
Gym reimbursements and lavish company parties may be going the way of the dinosaur, but paid time for volunteering is one employee perk not yet in danger of extinction. Take UnitedHealthcare, whose company attorneys recently donated 600 hours of pro bono legal service. Or Target, whose workers spend 450,000 hours annually on projects such as overhauling school libraries. At Gap, staffers can spend five

company hours each month on causes like teaching underserved youth about job applications. VolunteerMatch, which pairs corporations with communities, expects skills-based volunteerism to double by 2015, thanks to a huge win-win factor: "Employees learn project management skills and improve their public-speaking skills," says Gap's director of employee engagement, Gail Gershon. "Obviously you want to get promoted, and this is a clear path to getting there."

—MARGARET RHODES

DESIGN

Include 2011

APR 18 MON
Bill Moggridge, cofounder of Ideo and director of Cooper-Hewitt, National Design Museum, has a suggestion for anyone designing a phone: "Put on a thick pair of gloves and try to operate the cell phone. If you can successfully do it with that thick pair of gloves on, it's probably going to work for the person whose hands don't work quite so well." Empathy isn't an obvious job requirement for a designer,

but it will be at the heart of this biannual conference of universal-design advocates in London. And designing for the greatest number benefits those who might not think they need the extra help. Oxo's Good Grips line of kitchen tools, for instance, was made for arthritic hands, but who doesn't relish the tools' superhuman ease of use? Even so, you can't please all the people all the time. "Nobody designs for the tallest guy in the world," Moggridge says. "That poor person just has to duck." —MICHAEL SILVERBERG