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**“We replaced the carpeting with soil and seeds. We were desperate to see some kind of growth around here!”**

**I**BM, which has won more U.S. patents than any other company in each of the past 10 years, spent \$4.75 billion on research and development in 2002.  
[www.bloomberg.com](http://www.bloomberg.com)

**C**alifornia survey: Nearly one-fifth of the state's businesses are planning to expand and/or relocate outside the state due to cost pressures, led by worker's compensation.  
[www.calchamber.com](http://www.calchamber.com)

**T**he Historic National Road (U.S. 40 through Indiana) was the first federally funded highway. Construction of its more than 800 miles (156 in Indiana) began in Maryland in 1811 and was completed in western Illinois in 1840.  
[www.byways.org](http://www.byways.org)

**C**hina has one-third more cell phone users than the United States.  
[www.kiplinger.com](http://www.kiplinger.com)

**T**op reason given by executives for avoiding media training: “Our legal staff has strongly advised me to say ‘no comment’ to the media.” (There is no time when that phrase is acceptable).  
[www.prsa.org](http://www.prsa.org)

**N**ew magazines launched in 2002: 745. Mortality rate for such publications: 60% never reach their first anniversary.  
[www.mrmagazine.com](http://www.mrmagazine.com)

**I**celand, home of the world's first filling station for hydrogen-powered vehicles, has 90% of its electricity generated geothermally or from hydropower.  
[www.enn.com](http://www.enn.com)

**A**nnual unproductive meeting costs for a company with 100 executives: \$18 million.  
[www.qsilvertlc.com](http://www.qsilvertlc.com)

**T**he northwest Indiana steelmaking workforce in 2003 is at 22,000 jobs – down from the peak of more than 70,000.  
[www.lcisdb.com](http://www.lcisdb.com)

**P**opulation in the Muncie metro area is expected to grow by fewer than 1,400 people between 2000 and 2025 – the fifth lowest percentage change (1.2%) in the country.  
[www.demographics.com](http://www.demographics.com)

**“C**onsider the rights of others before your own feeling, and the feelings of others before your own rights.”  
**“Wooden: A Lifetime of Observations”**

**T**he number of workers age 65 and older is expected to be 5.4 million in 2010, compared to 4.2 million in 2000.  
[www.goodwill-indy.org](http://www.goodwill-indy.org)

**A**irlines have enormous pay hikes during the glory days of the 1990s to blame for part of their financial woes. Nearly half of United and American airlines' revenues are spent on worker pay.  
**Airline Forecasts**

**A**rkansas Gov. Mike Huckabee's school consolidation plan calls for eliminating local school districts with fewer than 1,500 students, which includes two-thirds of the current districts.  
[www.governning.com](http://www.governning.com)

**T**op European cities in which to locate a business: London, Paris, Frankfurt, Brussels and Amsterdam.  
[www.cushmanwakefield.com](http://www.cushmanwakefield.com)

**B**y 2007, Internet users will access, download and share the information equivalent of the entire Library of Congress more than 64,000 times over – every day.  
[www.idcresearch.com](http://www.idcresearch.com)

**N**early 60 million Americans take cell phones to work and use them for four of every 10 calls they make or receive on the job.  
[www.nytimes.com](http://www.nytimes.com)

**F**or every 100 manufacturing jobs lost in Kansas, another 272 jobs are also lost. For every \$100,000 of earnings lost in the manufacturing sector, another \$163,000 is lost in other sectors.  
[www.bea.doc.gov](http://www.bea.doc.gov)

**C**ollege grads see earnings peak at ages 50 to 54, when they bring home 90% more than people without the degree.  
[www.census.gov](http://www.census.gov)

**P**eople over age 55 currently control nearly two-thirds of all the nation's financial assets. They own 40% of all mutual funds and 48% of all luxury cars.  
**Ken Dychtwald**