



Co-creating Change

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“We shape our buildings and they shape us.”
– Winston Churchill

Table of Contents

4	Foreword	
6	Introduction	
7	Chapter 1	August 2012: After and Before
12	Chapter 2	Leadership Goal
15	Chapter 3	Leadership Strategy
27	Chapter 4	Team Strategy
36	Chapter 5	New Situation, New Leadership Strategy: The Big Move
43	Chapter 6	About the Teams: Challenges, Impact, Perspectives
49	Chapter 7	Reflections on Leadership and Teams
53	Chapter 8	Living in Community Today
57	Chapter 9	Is it Art or Is It Furniture?
66	Chapter 10	August 2012: One Year Later
68	Chapter 11	Dedication
71	Appendix 1	The Teams: Their Missions and Members
75	Appendix 2	Team-created Tools for Staff
82	Appendix 3	“Mythbusters” and “Confirmed and Plausibles”
89	Appendix 4	Furniture Evaluation
90	Appendix 5	Move-in Checklist
92	Appendix 6	Media Attention
93	Acknowledgements	
95	About the Authors	

Foreword

In 2010, the people of University Information Technology Services (UITS) at Indiana University set out to create a new corporate culture for the university's new Cyberinfrastructure Building (CIB). This narrative recounts that process.

To capture all facets of this process, our narrative requires the voices and perspectives of many people, including UITS staff; the executive project lead, Laurie Antolovic, who is deputy CIO in the IU Office of the Vice President for Information Technology; building architects and designers; Vice President for Information Technology Brad Wheeler; and IU President Michael McRobbie.

Why are we telling this story?

By reputation, change in the workplace — physical or cultural — is often a source of anxiety, discomfort, and disruption. Individual space is tightly bound to position and self-image. The physical workspace influences how staff perceive their work. It projects the corporate identity, culture, and values — the company brand. It can serve as a magnet or a detractor, but is rarely neutral.

For IT staff the CIB meant big change on both fronts. More than a year before the move, teams of IT staff began to engage their colleagues in co-creating the culture we would carry into the CIB.

This process turned anxiety to affirmation. It also proved true one of the central points in Jacqueline Vischer's book *Space Meets Status*: "Transforming workspace is a powerful tool for cultural change and employee empowerment." In co-creating a new culture, we also achieved a result we could not have anticipated. We unwittingly staged a new kind of leadership "boot camp." The staff who had major roles in the change effort grew into leaders. Theories on how to create leaders are abundant, but none we know of so efficiently builds leadership in the trenches.

We also discovered new ways to interpret and apply the principles of situational leadership that made it possible to move

an IT staff of 600 (with their IT tools, cables, wires, and other equipment) in groups of roughly 200 on three successive weekends, from one building to another.

Given the success of our effort, we were curious to learn whether the literature on change in the workplace supports the various strategies that comprised our approach. We discovered that in many instances it does. We also found that our combination of strategies appears to be unique.

That is why we are telling this story.

Jan Holloway
Laurie Antolovic

Introduction

Change is the certainty Ben Franklin didn't anticipate. Today he might have said:

"The only things certain in life are death, taxes, and change."

Change in academe has kept a steady and dignified pace through the centuries, interrupted by occasional disruptive inventions like the printing press, which altered the nature and direction of progress. When Information Technology (IT) entered the quad, change hit the accelerator.

Today, with IT firmly lodged in higher ed, the pace of change will only quicken. Universities face it on all sides, much of it on a huge scale. We must change to survive.

Today's ambitious IT initiatives require collaboration and partnership across all levels

of the organization, among universities, and among higher ed and government, business, and industry. When it was time for Indiana University to replace its worn IT facilities, it designed the Cyberinfrastructure Building (CIB) to support an entirely new work culture, based on collaboration, communication, and teamwork, and functional leadership on the ground.

This is a story about the CIB, and a story within a story. On the outside is a story about a new building. On the inside is a story about co-creating a new culture. It has two parts:

- People, and how they react to change
- Leaders, and how they foster change

They are tightly interwoven: We cannot tell one without the other.

These stories of architectural and cultural change together illustrate a new model of community engagement. Our process for co-creating a new culture can serve as a model for co-creating almost any kind of change, from a complex business process to a new strategic direction.

There was one outcome we didn't expect. Our process turned out to be a very effective way of developing leaders on the ground and in the trenches, suggesting additional new models for working in IT today.

1 August 2012: After and Before

One wall of her workplace is floor-to-ceiling glass. Beside the window a round table and comfortable, modified armchairs encourage conversation. When she feels like standing she moves her laptop to a tall table against the glass, with a view into the trees. Adjacent is a multimedia installation with sofa seating and bar chairs, set up for group work.

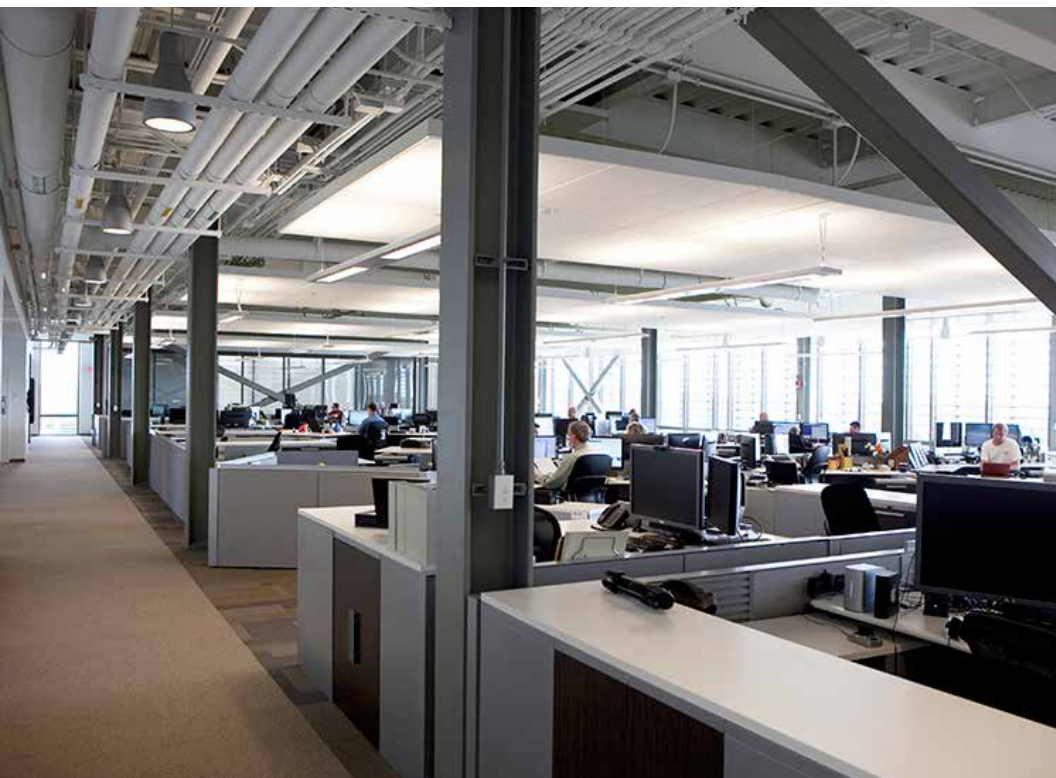


Individual workspaces provide a home base for staff amid the open spaces and seating options throughout the building.

This is not the executive suite, but the open workplace in the CIB. It is a singular building on the IU Bloomington campus — unlike any other. The V-shaped structure of concrete, steel, and glass is sleek and modern.

The spacious interior is airy and filled with light.

No cubes, walls, or partitions block the light or interrupt the sightline across each wing. The CIB is IU's first open-plan workspace.



Staff have uninterrupted views across each wing of the CIB.



The three-story atrium captures light from the east and west.

Change makers, change-averse?

In IT, change is our métier. IT is a change agent on most campuses. But counter to popular belief, the IT profession does not make us lovers of workplace change. The smallest error in a code — a single character — can ruin your whole week.

It had been clear, since the mid-1980s, that the staff of University Information Technology Services (UITs) needed new accommodations. Some staff were dispersed on campus, while the majority were housed in cubes in the Wrubel Computing Center (WCC), a complex of old, worn buildings, once an elementary school. File cabinets held decades of paper. Printers, shelves, and other improvised storage arrangements filled the corridors. With heavy rain, ceilings leaked. During one storm, plaster fell from the ceiling, sending one group into impromptu workspaces in the atrium.

Breaking ground for a new building was a university celebration. For IT staff the promise of a new, sound, and modern workplace was at last coming to pass.

But when UITs staff later learned about the interior of the CIB, expectancy turned to anxiety and threat.

“I thought the new building would be an improvement. I’ll take getting rained on any day...”

Counter to popular belief, the IT profession does not make us lovers of change.

Instead of the offices and cubes staff expected, the interior was designed as an open office environment, with no walls of dividers of any kind.

“I don’t know where I work anymore.”

Rumors of loss flourished. Cubes were gone, assigned seats were gone, and with them individuality and control.

“Mobile and anonymous, separated from our teams, we will sit exposed in a sterile environment. We are no longer individuals.”

Workstations would sit on mobile carts, which staff would maneuver to a new place every day.

“My biggest concern is that our concerns as employees are not going to be heard at all.”

As for productivity: Nearly everyone imagined intolerable levels of noise. A group of programmers on campus had offices with doors and windows near the constituency they served. Their expectations for the CIB were grim. The noise and continual physical distractions would make concentration almost impossible.

“Anytime the six-ton Elephant and the Rider disagree about which direction to go, the Rider is going to lose. He’s completely overmatched.”¹

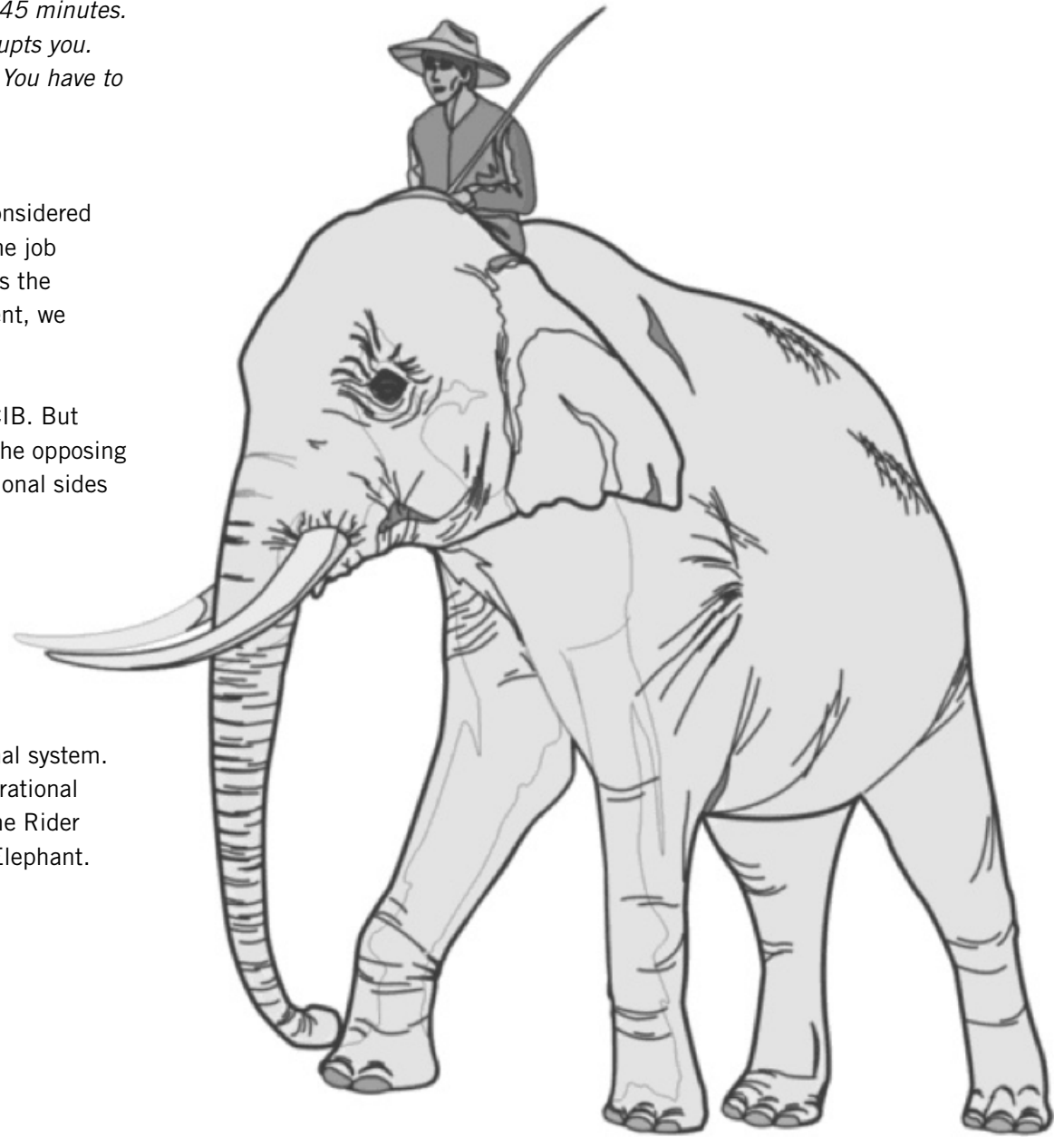
“You’ve been working on code for 45 minutes. Someone comes along and interrupts you. There goes your train of thought. You have to start all over again.”

There were blunt comments, uncivil exchanges, even anger. Some staff considered telecommuting, or even re-entering the job market. If we failed to quickly address the eroding morale and growing resentment, we would pay a high price for our vision.

No one questioned the need for the CIB. But rational acceptance wasn’t enough. The opposing reactions show the rational and emotional sides of the brain in conflict.²

To express the tug between these two systems of the brain, psychologist Jonathan Haidt created the analogy of the *Elephant and the Rider*.

The powerful Elephant is the emotional system. Sitting atop him is the tiny rider, the rational system. Though he holds the reins, the Rider is too small and weak to control the Elephant. The two are often at odds.



The complexity of change

Moving an office is especially disruptive when it involves adopting a new culture.

It is emotion that makes organizational change so complex.

Many change efforts fail because business leaders focus on making a factual business case. They address reason, only, in a process John Kotter calls “Analyze, Think, and Change,” ignoring the emotional component, the “See, Feel, Change” sequence.³

Addressing facts is comparatively easy. Facts are concrete. But it is impossible to anticipate the range and unpredictability of emotions in any situation. Kotter and Schlesinger tell the story of the president of a small company who, aiming to improve working conditions, announced plans to put in place flexible working hours. Some plant employees who weren’t familiar with the concept, and who mistrusted their VP, started rumors that work schedules would now be at the whim of their supervisors. The union stepped in and demanded management drop the proposal. The president was completely taken by surprise, and complied.⁴

Moving is a stressful change under any circumstance. People identify with the workspace on many levels. It expresses individuality, the nature and importance of work, and connection with a team or unit. Desirable locations on a corner or near a window carry a certain cachet — a step up the hierarchy, or a reward for

longevity. The workspace “transmits value and information...and is a powerful and deeply rooted symbol of the individual’s and the organization’s mutual rights, responsibilities, expectations, and commitment — the sociospatial contract.”⁵

Moving unhooks these ties.

Moving an office is especially disruptive when it also involves adopting a new culture. Today’s IT workplace is rattling with change. Mobility, flextime, hot-desking, and tearing down the cubicle “attack the very roots of peoples’ perceptions of themselves as members of the workforce...Take away my walls, door, furniture, window, and you change not just my space, but also my work, my sense of myself, my role in society.”⁶

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2

Leadership Goal

“When Elephants and Riders move together, change can come easily.”¹

Staff were distanced by anxiety, denial, or misunderstanding.

This was a messy human problem.

Leadership set a goal in two parts:

- Reach across the gulf to help staff overcome these emotions.
- Engage staff in co-creating the collaborative culture of the CIB.

Arriving at a resolution involved acknowledging, understanding, and addressing rational and emotional reactions, and bringing them into balance.



VP Wheeler addresses UITs staff with the CIB skeleton in the background

*“We cannot
change anything
until we accept it.”*

– Carl Jung

Managing change?

The question: How do we bring about this change of heart and change of culture? Each work sector has its own theories about how to manage change.

- A corporate CEO issues a mandate.
- Academe charts a task force and conducts a study.
- In IT, the tightly structured change management process ensures change is orderly and predictable. Disruption is predictable and minimal.

Where does academic IT fit? It is neither pure business nor pure academe, but an uneasy blend of both. Like their academic counterparts, IT staff share a sense of ownership and personal involvement in their workplace.

None of these models fit our challenge. Emotions aren't amenable to formulaic solutions. There was no way to predict the issues and reactions that would surface as we moved from an outmoded culture and work style to one able to support 21st century IT. We needed a flexible, agile system of change that could morph and evolve over time, and with each change in circumstance — a system that could take into account staff emotion — the Elephant.

Situational leadership: Toss the textbook

Our model was human centric. Rather than managing change, we led change. The verb makes more than a semantic distinction.

“Change management...refers to a set of basic tools or structures intended to keep any change effort under control. The goal is often to minimize the distractions and impacts of the change. Change leadership, on the other hand, concerns the driving forces, visions and processes that fuel large-scale transformation.”²

With the Elephant as our main concern, we adopted the “situational” model of leading change, popularized by Paul Hersey and Ken Blanchard.³ There is no single best leadership style. Instead, leadership takes its cue from the context — the people involved, and the task at hand. As the context changes, leaders adapt to accommodate the new circumstances. Tactics evolve organically, based on the leader's assessment of the challenges, who's involved, and the strategy most likely to succeed in that instance. Making those assessments takes judgment, maturity, and high emotional intelligence. At the same time, this flexibility makes situational leadership a good choice for complex, human problems.



Leadership models

- Corporation: Top-down fiat
- Academe: Task force, study, proposal
- IT: Change management
- Situational: Context- and people-driven

Situational leadership has another advantage. The process of leading change can begin quickly, even before the full scope and details of the issue become clear. This distinguishes it from change models that involve a lengthy period of waiting while the issue is thoroughly researched, the findings analyzed, proposals reviewed and discussed, and a solution identified.

Situational leadership

- No single best style
- Style depends on tasks and people
- Tactics develop organically
- Allows flexibility, adaptability
- Relationship centered
- Requires maturity, or a high level of emotional intelligence

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- 1 Chip Heath and Dan Heath, *The Switch: How to Change Things When Change is Hard*. Random House, New York, 2010, p. 8.
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3 Leadership Strategy

*“We shape our
buildings and
they shape us.”*

– Winston Churchill

We did not shape the CIB only to recreate another vertical culture in a cubicle farm.

In keeping with the goals of the CIB, the strategy for creating change was based on empowering staff. We envisioned an environment in which the new culture would begin to create itself, from the ground up. This chapter describes that environment, and how it both empowered and supported the staff.

Laurie Antolovic was the strategist behind that environment, so she appears in the first person voice throughout this chapter.



UITS staff observe the CIB taking shape.

Her strategy is consistent with leadership theory appropriate to today's "Age of Uncertainty" that suggests:

*"Leadership is about making things happen, contingent on a context. Leaders may create change by...creating an environment in which others are empowered to lead."*¹

Shrink the change

Create a new culture? Where do you start? Attempting to address huge questions can stall progress.

An important first step, then, was to shrink the change.

I broke the workplace culture down into concrete areas familiar to staff: Community, noise, parking, green issues, security, and so on. We formed teams around these areas.

Why teams? Working in teams invoked the values we associated with the open, agile CIB culture: Cooperation, collaboration, communication, inclusiveness, and participation. The germ of that culture came into being with the teams, who lived the culture even as they worked together to co-create it.

This team-based approach was non-standard, even risky. Our organization had never empowered staff

to lead the kind of initiative usually reserved for executive staff. Leading, not managing change, can "get things a little bit out of control. You don't have the same degree of making sure that everything happens in a way you want at a time you want..."²

Letting things get a little bit out of control was the only way to make room for the unexpected.

Frame the initiative

New cultures evolve as practices change. My idea was to bring into being new models of interaction that, practice by practice, would form the culture we sought to create. For example, to create the teams we departed from conventional top-down appointments and relied on staff to self-select based on interest and initiative.

Language was an important part of framing the initiative. Linguists contend "words strongly affect or even determine our world, that our language may determine what we see and what we understand."³ With our on-the-fly IMs and IMHOs, we forget the power of words. They are rarely neutral. They can convey value or levy judgment. In leadership manuals, word choice deserves more ink.

So, in the call for team members, I was especially mindful of language and how it could influence

staff perceptions of the teams. Asking for *nominations* rather than *volunteers* couched membership as something desirable — an honor and privilege. “Nomination” suggests a competitive process for finding the elite — those more dedicated than casual volunteers, who can sometimes falter when the gloss wears off, or when time and energy fail.

The word did its work. Many nominations came with statements of support, or resumé-like summaries of interest and experience. It drew a dedicated group of staff, inspired by the vision for the CIB, and willing to work.

Choice of team names was also strategic. Including “Living” in those names — Living in Community, Living Green, and Living Healthy — suggested a humanized workplace, a communal setting that valued the whole person.

Explode the org chart

In another departure from convention I sent the call for nominations to all staff. No level or classification was excluded. As a result members represented all levels and sections of the org chart. Anyone who was nominated (whether by self or another) became a member. Membership totaled 122, nearly 20% of the staff of 600.

Turning another business tradition on its head, I ignored hierarchy and chose team co-leads like a casting agent. I looked for passion, not rank or experience. For example, the Living Green co-lead was an intern in sustainability and former grad student in Human-Computer Interaction, passionate about green issues. She had researched the impact of current IT practices and paper use on the carbon footprint. The co-lead for Living in Community had experienced in the private sector the kind of work culture we sought to create.

I also perceived team co-leads as high in emotional intelligence (EI), a concept widely discussed by many scholars and promoted by Daniel Goleman as a “wide array of competencies and skills that drive leadership performance. These include self-awareness, self-regulation, social skill, empathy, and motivation.” ⁴

The teams, themselves, were non-hierarchical. A good idea could come from anyone. Team size proved an advantage. Ranging from seven to 22 members, each team included a spectrum of strengths: Strategic thinking, relationship building, executing, and influencing, all ingredients of a strong, cohesive team. ⁵

“The story becomes different when staff lead staff.”

Empower people

Part of empowering people is establishing a clear framework. I established:

Clear goals

- Lead UITS in socializing the CIB.
- Convert 50% of staff to the CIB culture by move-in, and the ultimate goal of 80% after one year.

Clear parameters

- Strategize, plan, make decisions, and implement your ideas.
- No permission needed for most actions and decisions.
- Own and lead each focus area.
- Govern yourselves and be accountable to a group of team leads.

Clear boundaries. The only non-negotiables:

- We will move into the building.
- We will create an environment driven by LEED principles, including reduced energy consumption and a close-to-paperless environment.

Support the teams

By announcing the team leadership role to all staff in email, I tacitly conveyed: “Teams are in charge.” I included all team names and

their members, so staff could see the size of membership and recognize among them their friends and co-workers.

With the challenge framed, teams announced, and project launched, I retreated into the wings and from there continued to quietly support them in various ways.

Empower. I sometimes had to remind them that they had the power to make decisions on their own:

“You don’t need me for that.”

In regular meetings I empowered teams with information. Teams always heard CIB-related news before staff.

Coach. Occasional advice augmented their good judgment.

“I ask that you not distribute copies of the floor plans at this time. I would like us to have better a understanding and good discussions about this beforehand so we do not end up fielding questions that we do not answer consistently. Thank you very much.”

Respect. Respecting team decisions conveyed my trust and support, even working through multiple rounds of meetings with the landscape architect and contractors to help save a sweetgum tree on the construction site. The tree could not be saved, but part of its trunk was set aside to be made into artwork memorializing the tree.



A memorial to the felled sweetgum will be created from its stump.

I also adhered to team protocol by vetting communication among the teams, before its release to staff. This kept teams current, and allowed for questions and clarification before the message became public.

Relationship. My covenant with the teams involved trust, respect, and empowerment. But I also sought to develop a peer relationship of candor and warmth. The note of thanks below captures the tone of our relationship.

“CIB teamleaders,

At yesterday’s dedication embarrassingly way too much was made of my role in the CIB project. The thanks appropriately go to you and your whole teams for caring enough to give of yourself, your minds and energies to get us to where we are today. I am profoundly grateful to all of you and the colleagues who make up your teams. Thank you and please let us continue to work together to shape our workplace into one that we greatly enjoy and inspires us to achieve the very best that we can in our profession.

Please share this message with your teams. With my deepest gratitude...”



Problems with the heat pump caused water to leak from the ceiling.

The power of “we.” To reinforce the collective team identity, I encouraged teams:

“Remember to sign email to staff with the team name. This is all about teams.”

Acknowledge. Generous recognition of and thanks for their work provided continual support and encouragement:

“Thank you for everything you did for today’s poster sessions and steel topping out celebration! A lot of work went into the informational materials...our colleagues appreciated the information and the opportunity to ask questions...Please extend my thanks to your entire team... (Red) hats to you all for a job well done!”

Humor. Always a boost to morale, fun was part of my relationship with teams, as in the email below:

Date: July 20, 2011

Subject: Scene from WCC today

*“Water leaking from the roof
due to heat pump problems
Trash cans multitasking
as storm drain systems
Just a few more weeks to go
This, too, we will bid adieu*

L.-:-) I did not pass my haiku class.”

Public endorsement. I took many opportunities to express support for the teams.

Affiliation. In public forums, in building tours, and at special occasions I aligned myself with teams by wearing their signature red hardhat.

Reinforcement. Teams were the ones with the expertise and important updates.

“As previously announced the CIB teams will be available to answer your questions in the Wrubel atrium...”

Recognition. By publicly thanking the teams, I re-emphasized their leadership, and affirmed for staff their organization-level contributions.

“Many thanks go to the Living Healthy Team for making the lunch arrangements...”

Support the CIB

My choice of language was intended to influence perceptions of the CIB, build staff engagement, and support the teams' efforts.

- Events meant festive invitations. “We invite you to sign the steel beam...”
- The CIB, and its progress, was inspiring and celebratory. We are “celebrating a major milestone...”

- Glimpses of the CIB were “rare opportunities to be inside the construction fence and get a very close look at the CIB in progress.”

These repeated calls to engage with the building signaled forward momentum. Staff continued to observe some 20% of their colleagues working on the ground to build engagement, while leadership planned events to mark milestones in its construction.

Leverage milestones and symbolism

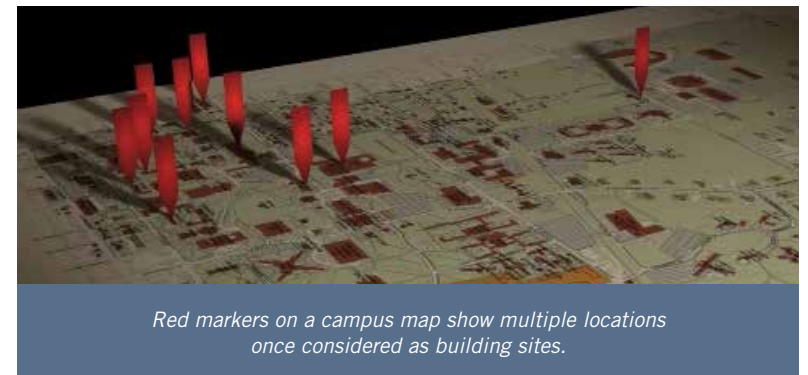
IU had earned its place as a national and international leader in IT. The forward-looking CIB was a structure appropriate to the UITS community of visionary leaders and agile, versatile staff. For Bloomington staff it also marked the end of a 13-year wait for a sturdy structure.

While the teams led the boots-on-the-ground, internal socialization process, IT Vice President Brad Wheeler sustained the inspirational vision of IT at IU, with the CIB as its symbol. At ceremonies marking milestones in the construction process, his remarks brought that vision to the fore. Proud to be part of that vision, staff for a time forgot concerns of noise and privacy. Each milestone celebration made the vision more prominent.



President McRobbie speaks at Groundbreaking, flanked by IU Provost Karen Hanson, IT VP Brad Wheeler, and EDUCAUSE CIO Diana Oblinger (above). Thomas Morrison, VP Capital Planning and Facilities, Hanson, Wheeler, and Oblinger raise a symbolic shovelful of earth (below).

Groundbreaking. The Groundbreaking Ceremony in April 2010 hailed the long-awaited start of construction for IT's new Bloomington home. Thirteen years ago, President Michael McRobbie, then VP for IT, began the search for new quarters for IT at IU. A light-hearted, factual video, "[IT on the Move](#)," reprised the wait, and celebrated its conclusion.



The video suggests that the wait was fortuitous. The building today expresses the enlarged vision for IT at IU, on campus, in the community, in the state, and as an anchor of the growing Tech Park East. Nationally, the CIB represents IU as an IT innovator, with such facilities as the Global Research Network Operations Center, the Pervasive Technology Institute, and a support organization whose clients include other universities as well as national and international

research organizations.

In his remarks at the ceremony, McRobbie noted the CIB reflects IU's status as a national IT leader, and "...will create synergies among researchers, faculty, staff, and students by serving as a central location for collaboration and sharing of resources. It will also play a key role in our efforts to attract new technology-based opportunities and investments to Bloomington."

Diana Oblinger, president of **EDUCAUSE**, provided the national higher education perspective on the CIB at IU and nationally, where IU is already considered one of the foremost leaders in academic IT. EDUCAUSE is the premier organization for IT in academe.

"The CIB is about the people.

The CIB is very significant for Indiana University and for information technology because of what IU symbolizes in IT and university leadership. IU recognizes the importance of IT supporting higher education's vision for teaching, learning, and service."

Vice President Wheeler alluded to the growth the CIB meant for IU's IT staff, who exemplify "...the time-honored values of hard work, loyalty to IU and dedication [that] remain at the core; while flexibility, agility, innovation and collaboration grace those time-honored values to meet the growing IT demands of one of the

nation's leading universities."

Each statement was an occasion for staff to focus attention on the larger perspective, a balance to more personal concerns.

Reinforcing these messages was a steady drumbeat of **media attention** from many interest groups, including IU's national IT research partners, green organizations, and professional architects.

Beam signing. IT staff were invited to sign a construction beam. In signing, people symbolically endorsed, and became part of, the new CIB. Signing the beam at the Statewide IT conference, in the presence of colleagues from all IU campuses and some university departments, affirmed the CIB as a facility for all IU.



UITs staff covered the steel beam with their signatures.

Steel-topping. The Steel-topping or Topping Out ceremony, common in the construction industry to mark placing the final structural beam, was another novel experience. As construction workers and UITS staff and leadership stood in silence, the white beam bearing the signatures of IT colleagues across IU was hoisted up into the blue sky.

Attached to the beam were an evergreen tree, the nation's flag, the blue flag of the State of Indiana, and IU's cream and crimson, each one alive with symbolism. The evergreen tree is a symbol of construction completed without loss of life, and of future good luck. ⁶



Members of the construction crew and UITS staff watch as the beam is raised.



The signed beam is hoisted aloft into a brilliant sky.



The signed beam is bolted into place.

Teams as symbols. The teams themselves, in their composition and in their acts of teamwork and collaboration, symbolized and seeded the new CIB culture.

Their red CIB hardhats were vivid symbols.



Reserved for team leads, executive leaders, and others closely connected with the building, they communicated: This is an elite group of insiders. A cluster in hardhats talking or touring the construction site suggested activity, progress. Hardhats also meant answers and access to information. Team leads kept their hardhats visible on their desks to communicate: I am a CIB leader. I can help you.

Other symbols — the printed 3D model of the CIB, the 3D Kiosk for construction photos, and webcam images on the IQ wall — kept the CIB visible. They created a CIB “backdrop” so that even in Wrubel we lived with the CIB.

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4

Team Strategy

Though we discuss leadership and team strategies separately, they were interwoven and inseparable. Teams stood in the foreground leading the day-to-day initiatives, while leadership remained backstage, supporting teams and from time to time coming forward to represent the inspirational vision.

The teams approached their challenge with a mixture of good judgment, maturity, open-mindedness, and creativity.



27



Team leads wearing their signature red hardhats.

Create a strong organization

Provided with a formidable challenge and a clear charter, teams invested time up front creating a strong internal organization and processes and protocols to guide their work.

Part of that strength came from the process of developing **mission statements**, which clarified the roles of teams individually and working together. These statements shared the common values of community, communication, respect for groups and individuals, and advocacy.

Teams also established guidelines and protocols to guide group activities. This process brought the collective instincts, experience, perspectives, and brainpower to each decision. A secure online collaboration space served as record keeper, and an email log preserved paths to decisions.

The acts of defining group identity, agreeing on team missions and protocols, and developing interpersonal relationships built cohesion and commitment to their future performance. They revealed individual personalities, strengths, and styles of thinking. The result: A foundation of trust that encouraged the open exchange of ideas. This was the kind of foundation teams hoped to build among UITS staff.

Opening minds, engaging hearts: Teams co-lead change

Teams had the advantage of understanding their audience — their peers — and thus the range and complexity of staff experience. That insight informed their situational leadership strategy.

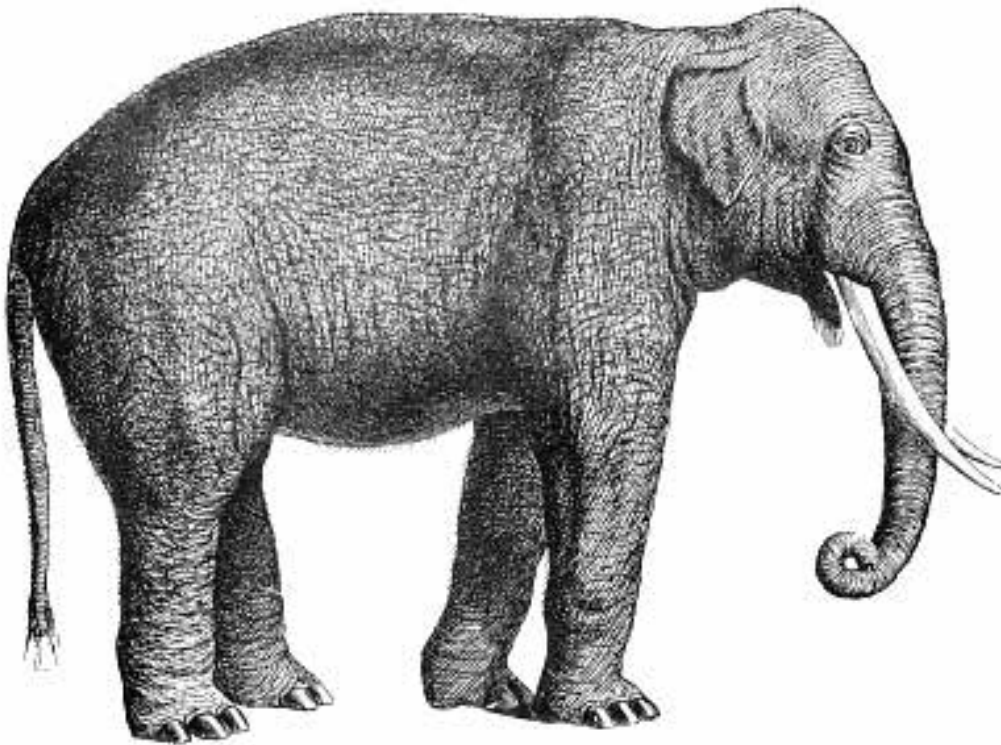
That strategy followed a general pattern:

- Analyze each situation to locate the issue.
- Consider the people involved and their state of mind/emotion.
- Define the goal and create a path toward it.
- Continually mirror the CIB vision.



The Living in Community team fielded comments and questions about culture and logistics in the CIB open workspace.

The basic problem, as teams saw it, was lack of information, which created a void that filled up with rumor and speculation. The solution: Provide information. As for what to provide and how, teams knew that traditional push communication (give people the information you think they need) would have been presumptive and counterproductive. Their peers were geeks — programmers and engineers, creative, independent problem solvers, complex individuals not amenable to persuasion and prescription. Instead, they needed to be engaged as peers.



The teams' first communication with staff was intentionally neutral, a reminder in email to complete the staff survey. Teams knew that to engage with staff they'd first need to address the prevailing emotions of disconnect and discouragement. In the analogy of the Elephant and Rider, they'd need to get their colleagues' Elephants on their side. The reminder, then, was an offer simply to listen without prejudice. Embedded in the reminder were signals of affiliation: "We," "our new home," and so on. In other words: This affects us too. Let us know how you feel.

Responses to the survey confirmed staff simply wanted to be heard. Says one team member:

"We knew how passionately people were against this. People said no one's listening. It was important to let people voice their concerns."

Situational leadership at work

Once teams began interacting with staff, they discovered a range of negative states of mind, among them: Concern, anxiety, and fear of loss of individuality.

Teams tailored their strategy to address each topic, circumstance, or issue of concern to staff.

This allowed strategy to unfold organically as teams chipped away at anxiety, detachment, and resistance.

“Effective leaders need to be flexible and must adapt themselves according to the situation.”

Addressing rumor. Interactions with staff confirmed that rumor fueled staff anxiety. In response, teams created a CIB website that they populated with facts about the building and FAQs based on staff questions. FAQs were continually updated to reflect current questions.

Teams learned that one of the most common and persistent misconceptions involved individual working space. One staff comment shows morale at its nadir.

“Computers will sit on mobile carts. We will have to find new spaces to work each day. I will not be attached to a specific group. I will be unmoored and dispensable. No one will want to work here. It will be too noisy to concentrate. I will have no privacy. No one cares what I think or want. This building will never work.”

These ideas were deeply entrenched. Overturning them required a sustained effort and a variety of media. Teams developed a core message they repeated in printed material, listening sessions, open forums, and videos. At the core of these communications was: You will be able to do your job, at your own assigned workspace.

To address concerns about the noise and distractions in an open office, teams invited staff to contribute to a document outlining acceptable behavior. For some staff, the opportunity for input provided a welcome sense of control. **“Shared space guiding principles”** was the result. In the end, the document was never needed. Later, some staff viewed it as an example of our early tendency to control our new environment by over legislating.

Coping with extreme agitation. Some staff displays of anxiety signaled deep levels of agitation. Teams responded by quickly scheduling 12 closed-door “listening sessions,” safe places to express emotions, with privacy for those uncomfortable speaking in an open forum.



The new building configuration raised questions for the Security and Access team.

*"Listening sessions communicated:
'We care. It's your building.'"*

Adapting tactics as staff engaged. Teams continually encouraged staff to be frank, despite the risk that a steady stream of negativity could serve to influence others. This was a significant decision. The more teams understood about staff concerns, the more completely they could address them. Their decision also signaled reciprocity: We will meet your honesty with honesty. This built team credibility: You can count on our candor. If we can't do anything about your concern, we will say so. We will all know where we stand.

"It was important for people to talk, to let off steam, especially as some felt no one listened."

Teams found that venting helped staff shake off apathy and find comrades in concern. It created conversation. Even complaining was a form of engaging.

Make it physical: The power of touch

Touch was at the heart of various team strategies. The CIB represented an abstraction — a new culture — but it was also a building and a new physical experience. Touching an object makes a connection. In the same way, touching parts of the building could create engagement.



The CIB brought opportunities for team Living Healthy to engage staff in discussing workplace wellness (above). A 3D model of the CIB (below).

“The CIB is a building for Indiana University”

Come close. Technology served here. Staff could watch the building construction on the big screen in the Wrubel atrium in a kiosk in 3D, or on their computers at close range via webcam mounted on a building across the street.

The UITs Advanced Visualization Lab created a model of the CIB using a 3D printer (a technology then remarkable in itself) and displayed the model in the Wrubel lobby.

Sign the beam. In the construction industry, placing a building's final beam is a milestone to be celebrated. UITs staff were invited to sign their names on a structural steel beam that would be hoisted into place atop the CIB.

The Statewide Conference welcomes IT staff from all IU campuses, and participants from IU departments. In that venue the beam stood as a reminder that the CIB is for Indiana University. Staff watched as colleagues signed their names, each act a public, symbolic gesture of alignment with IT at IU. Signing the beam was likely a first for many.

Try out a CIB workspace. Teams asked vendors to present virtual walkthroughs of their workspace furniture in IU's VR theater. Then they suggested modifications that were built into the physical mockups vendors set up for **staff to evaluate**. Teams personalized furniture with flowers, plants, family photos, and other objects to convey: The CIB will not be a sterile environment. Individuality welcome.



Staff had several opportunities to sign the steel beam.

Walk through the CIB. On team-led tours of the construction site staff experienced the impressive space, high ceilings, and walls of glass, and took another symbolic and psychological step toward the CIB.

Have a seat. UITS bought everyone their choice of a high-end task chair from a group of several models in various sizes. Staff welcomed this acknowledgment of individuality. Chair testing in the Wrubel atrium took on a festival atmosphere. People from across UITS sat together, moved from chair to chair, compared notes, chatted, relaxed, the marked conviviality a step toward acceptance.

Design your own. A suggestion had been made to welcome staff to the CIB with a bag of goodies. CIB leads rejected that idea as inconsistent with a green philosophy. Would people actually use the gifts? Instead, teams staged a competition. All staff were invited to submit designs for a CIB coffee travel mug or environmentally friendly water bottle.

For a year, teams (20% of staff) had reached out with information, presentations, and interactive experiences. Some staff were inspired by their dedication; some began to acclimate. Others, observing the momentum, didn't want to be left out. Time to move-in was narrowing. Distance and anxiety were beginning to break down. Like Malcolm Gladwell's account of the resurgence of Hush Puppies, the team effort "tipped." ¹

Social pressure likely played a part. Heath & Heath recount the story of an effort to encourage nutritious cooking in a Vietnamese village. Once a certain number of mothers were engaged, others felt "strong social pressure to go along." ²

Teams had made progress. Each small act of engagement chipped away at staff resistance.

"Big problems are rarely solved with commensurately big solutions. Instead, they are most often solved by a sequence of small solutions, sometimes over weeks..." ³

Yet staff still struggled with rumors and concerns about the open office culture, noise, and threats to their performance.

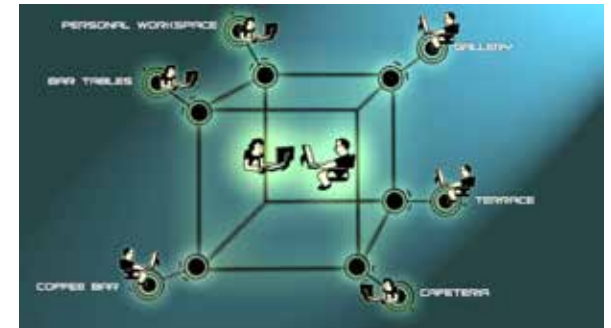
Make it fun: The power of play

How often do we see the words “play” and “workplace” in the same sentence? Some researchers contend that play at work makes us more creative, more open-minded. While “fear and anger and disgust give us sharp focus – the same thing as putting on blinders...play broadens the kinds of things we consider doing.”⁴

Whether by intuition or experience, teams brought humor and play into their strategy. Spoofing the Discovery Channel series, their “Mythbusters” and “Confirmed and Plausibles” email series took aim at persistent rumors.

Humor targeted the most tenacious fears. Teams scripted and created a satirical video series starring the fictional Dr. Ida Towrecker (PhD), an offbeat, laid-back “licensed IT counselor and digital goddess.” Camp and low budget, the retro call-in program featured Dr. Ida fielding questions on our own most vexing issues, including some we would never admit to. Her responses were on target, even comforting. She balanced sympathy and reassurance with gentle chiding. Teams had been meticulous in never telling staff how to feel or what to do. So the third-party voice of Dr. Ida served as a vehicle for saying to staff what they, as peers, could not.

Dr. Ida addressed these issues in her talk shows.



Video 1: The CIB — Quantum Workplace.

Furniture: functional, durable, ergonomic; good stewardship.



Video 2: Open Office Culture. Privacy, assigned workspace, courtesy, change, and optimism.



Video 3: Open floor plan. “Expert” opinions and experience, Quantum Workplace, owning change.



Video 4: Move prep from “Mission Control.” Space review. Green reminders. Coffee.



Video 5: Green stewardship. Food, bikes, green printing.

Reviled by a few and loved by many, Dr. Ida became a cult figure. Her double-barreled satire of our own inner nerd and the call-in show lightened angst and made room for optimism. We proved that play “...energizes us and enlivens us. It eases our burdens. It renews our natural sense of optimism and opens us up to new possibilities.”⁵

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5 | New Situation, New Leadership Strategy: The Big Move


The beauty of situational leadership is the freedom to adapt strategy at any point. Not all situations call for the collaboration, discussion, and debate. For example, imagine a task force discussing ways to move a staff of 600, including their computers, cables, phones, boxes, and chairs, while at the same time minimizing downtime.


CIB Move Infoshare: Countdown to Launch


5/10/2011


You Can't Take *(all of)* It With You

- There are common refrigerators, printers, and coffee pots for us to share.
- Desk storage space may be less than in your current seating arrangements.
- Personalization of work areas is strongly encouraged.
- Cool new desk lamps and chairs
- **Don't forget to fill out the assessment!**



 INDIANA UNIVERSITY





An infoshare on the move was fun and factual.



Rob spoofed himself in the Big M skit "Countdown to Launch." Reminders presented as humor were palatable and memorable.

CIB Move Infoshare: Countdown to Launch

5/10/2011

Move Assessment

- Completing the Move Assessment is required of all staff moving into the CIB
- Will you be around during the move?
- Will you need a new monitor?
- Link will be sent out May 11th
- Deadline is Monday, June 6th
- **Don't forget to fill out the assessment!**



Call in the commander

Moving a large IT staff without incident or mishap takes one focused, practiced, logistical mind with an insider's knowledge of staff equipment and network connectivity, to visualize and map out each detail. Clear instructions had to be developed and delivered to staff, technicians, and movers. Everyone in each of three moving weekends needed to be packed and ready at the same time. Every contingency had to be imagined and provided for: I'm away on vacation. I want to move my own computer. I'm not sure yet what I want.

The move required the "directive" style: "Top-down, expressing leadership through directions, instructions, and command." ¹ The Big M Team was created, and then-Director Rob Lowden was appointed its commander. Rob had served in the Navy, been part of every level of the UITs organization, and was an accomplished strategic planner and implementer. He visualized and mapped out each micro-step of every stage of the move. Some of his planning follows.

Mix leadership styles

A large initiative led top-down still has room for other leadership styles. Rob had support from the Big M Team and The Living Green Team, which led a "Clear the Clutter" campaign. To emphasize

the most important instructions, teams developed a skit spoofing an absent-minded director preparing to move. The skit made repetition humorous. The instructions stuck.

On a Friday in August 2011, at 4pm, the first group of IT staff left Wrubel and their familiar environment of corridors and cubes. On the following Monday, they entered a sleek IT building created for a 21st-century workforce, designed for collaboration, communication, and teamwork. Two more groups moved on successive weekends.

Peer greeters met staff in the CIB and directed them to their workspaces. Staff found pastries and coffee in the Commons, their equipment set up at their new workstations, and boxes waiting to be unpacked.

The move was deemed “flawless.” Not a single snag. The physical move cost staff an estimated hour of productivity.

Plan and communicate

What made the move such a success?
Planning, communication, and preparation.

Every step was visualized and mapped out in advance. Staff filled out a Move-in Assessment form, which provided the Big M Team with details about each person’s relocation. It asked:

- Is your current location correct?
- Do you want help moving a) computer and other tech OR b) personal belongings?
- Will you be out of the office during your move?
- Do you want new monitors, and if so how many (up to two 24")?



Through recycling, shredding, scanning, and archiving, we moved unburdened into an uncluttered space.

A **Move-in Checklist** helped staff keep track of every stage of preparation. Clear communications told staff exactly what they needed to do. Essential messages were repeated and repeated, and acted out in the skit.

A simple chart informed staff of key dates: Arrival of packing crates, packing deadline, move weekend, and the date they would report to the CIB.

CIB Move InfoShare: Countdown to Launch 5/10/2011

Time to Pack

- Packing crates will arrive in your current building 4-5 days before your move.
- Don't lift packed crates
- Make sure your label color matches your CIB floor and wing and has your name and your desk number
- If you don't know your CIB floor, wing or desk number, ask your supervisor
- Don't forget to fill out the assessment!

INDIANA UNIVERSITY 5

The Big M team arranged for re-usable green packing bins that stacked easily on modular wheeled cart systems. One person: One stack. This simplified the work of the movers. Staff packed everything in these bins except computers, keyboards, and mice. Moving bins were labeled with colors matching the location in the chart (right) to indicate each person's new workspace in the CIB.

CIB floor	Wing A (Bypass)	Wing B (10th St)
Basement	N/A	Blue
1st	Gray	Red
2nd	Purple	Yellow
3rd	Orange	Green

The move was efficient, orderly, and cost effective. The moving company moved 817 recyclable boxes (or 205 stacks), 275 computer setups (or 55 equipment cartloads), metal racking, 20 speed packs of larger miscellaneous contents, and one sound booth. Scheduling the move on four weekends limited the amount of upheaval at any given time. It also cut crate rental down to about 25% of the number of staff. Staff emptied their storage crates within two days. These were cleaned and made ready for the next wave.

Make way for the new culture: Clear the clutter

The physical move from Wrubel to the CIB was more than a move from one office space to another. The close-to-paperless CIB culture assumed much less personal and storage space. But packed inside the Wrubel Computing Center were three decades of stored paper files, file cabinets, bookshelves, improvised storage areas, and old computer equipment.

Before the move, all this had to be sorted, recycled, shredded, or scanned. Many decisions had to be made.

Teams anticipated and prepared for countless staff questions. What documents should I toss and what has archival value for the university and for UITS? What kinds of paper can be safely

recycled? What makes a document “sensitive” or “strategic”? Who should save copies of staff performance reviews? The staff member’s manager, or UITS Human Resources? How do we treat disks? To find answers, teams did thorough research on security, archives and records management, and university policy.



The move granted permission to toss years of stored paper. The waste bins became “amnesty bins.”

A few examples of the Q & A illustrate the thoroughness of their research.

Q. What should I do with my paper files before moving to the CIB?

A. Helping to create easier access to electronic documents across the organization as well as reduce the need for physical storage of paper reports/materials within the CIB, UITs staff is encouraged to eliminate as many paper files as possible. Scanning to the electronic document storage (EDS) system on the UITs SharePoint site or destroying documents where appropriate are possible options. Additionally, in some select situations certain materials may be moved to the Indiana University historical archives (if approved in advance). Shredding bins will be provided in convenient locations for secure disposal of documents and all workspaces will contain paper file cabinets at each person's desk for storage of essential paper documents.

Q. Where can we shred sensitive documents?

A. Hopefully by now, you're swimming in less paper as you load up those paper recycling bins. Please bear in mind that documents containing any of the following information must not be put in the blue and yellow recycling bins. They must go in the secure document disposal bins.

- Social Security numbers
- Credit and debit card numbers
- Bank account numbers
- Driver's license numbers
- State ID card numbers
- Student loan information
- Protected health information and individually identifiable health information
- Foundation donor data
- Passwords

We've contracted with Cintas for secure document disposal and locked boxes are now available for all paper documents containing sensitive information. These new boxes look like small gray filing cabinets with an open slot for paper.

To ensure proper recycling of all items, please remove all plastic (report covers, divider tabs, binder clips, spiral binding, etc.) before placing paper in any recycling container. Please continue to place all forms of non-sensitive paper in the large blue and yellow bins.



Team Living Green co-led the transition to a sustainable, close-to-paperless culture.

Q. Which documents have archival value?

A. These include documents about mission and strategic directions; decisions and decision-making processes; activities and events; deliverables, products, and the process of creating such outputs; records unique to your unit; and others such as:

Staff involved in hiring activities should retain notes from interviews up to five years following the selection process, in case of a grievance or lawsuit.

Electronic waste required different handling. UITS sponsored E-waste Collection Days to collect and dispose of old monitors, displays, laptops, keyboards, mice, hard drives, and other office equipment. The UITS Knowledge Base of questions and answers (kb.iu.edu) provided instructions on how to prepare such equipment for disposal.

Driven by our quest for LEED (Leadership in Energy and Environmental Design) points from the U.S. Green Building Council and a strategy of minimalism, our getting rid of years of accumulated stuff became acts of adapting and letting go, physically and psychologically.² Paring down for the move was a time of quiet retrospection and saying goodbye to old things and behaviors. As we shredded, archived,

recycled, and tossed, we felt lighter, less burdened, as if giving up a bad habit. We could visualize the freedom of a pared-down office, and a close-to-paperless culture.

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- 2 The U.S. Green Building Council (USGBC) developed the LEED (Leadership in Energy and Environmental Design) green building certification system in 2000 as a voluntary, consensus-based, national system for developing high-performance, sustainable buildings. LEED provides a framework for identifying and implementing practical and measurable green building design, construction, operations, and maintenance solutions. The LEED point-based rating system rewards commercial, institutional, and residential projects for "stellar environmental and health performance" under four levels: Certified, Silver, Gold, and Platinum. The CIB has earned a ranking of Gold.

6

About the Teams: Challenges, Impact, Perspectives

Teams achieved more than the goals they set out to accomplish.

Their challenge was open-ended: Facilitate the creation of a new culture. With no concrete guidelines, teams were free to begin virtually from scratch. So amorphous a charge could have been paralyzing. Instead, teams took time to define themselves. They developed mission statements, internal structures, procedures, and protocols, defining themselves and their values. From this process grew cohesion and dedication, qualities that served them well.



Multiple unknowns

“We had no idea how hard this would be. There was no way to anticipate all that came.”

Teams had to learn to be comfortable living with unknowns. Their to-do list evolved in stages, over time, at an unpredictable pace. At times this allowed for little to no advance planning. They adapted, became agile, thought on their feet.

The challenge facing the teams, based in dichotomy and paradox, was far from tidy. Addressing it meant developing a practical approach to an emotional problem. A further paradox: Teams faced a firm deadline, so were results driven. Yet they achieved success by building consensus — a process, according to our leadership models (Chapter 2), more at home in academe.

No one could have predicted the amount of work involved. Teams had to build engagement with staff, define issues, conduct research, develop information and strategies for disseminating it, and continually adapt as new challenges evolved.

Pragmatism was key. Teams figured out ways to get things done. They prioritized, broke tasks down into smaller pieces, and learned to identify the essential right action at any given moment. If someone couldn't finish a proposal, the group pitched in to complete it. If someone expected a major professional commitment to overtake their next two weeks, others picked up the slack. People put in many nighttime and weekend hours.

“It was incumbent on leads to maintain a positive outlook, believe we'd get to the other side. Sometimes things felt very up in the air. We'd set expectations and something would change. We went back to the drawing board again and again.”

Internal challenges

Teams weren't immune to divisiveness and conflict. Some members had agendas, hoping to influence outcomes and decisions. Some weren't convinced they could make a difference, so didn't try. Some dropped out, discouraged by the amount of work. There were disagreements about outcomes. Some sided with staff who wanted to restore cubes or walls, and even proposed approaching executive leadership. The drive for a higher LEED score settled this issue. Further, many studies showed natural light in the workplace can improve mood and productivity.¹ Members at the director level, who were assigned closed offices, were uncomfortable reassuring staff about the open floor plan. Said one, “If openness is ideal, why am I as a director in an office that's distraction free?”

Some members contended teams were over-communicating. Says one member, “Sometimes I felt I was ‘selling’ the building.”

A challenge arose over furniture. One vendor delivered furniture for staff to evaluate that did not meet CIB LEED-based requirements because its walls were too high. This was the model many staff preferred. Teams later felt they had unintentionally misled staff by failing to examine and rule out that model before presenting it as an option.

- Wider selection of workspace furniture and task chairs
- Dual role for focus booths as meeting and quiet spaces
- Design for IQ wall in the multipurpose room and the boardroom display
- More healthful choices in the Café
- Staff seating arrangements

Teams continue to represent and advocate for optimum working, cultural, and living conditions.

Impact on the CIB

As well as facilitating a new culture, the teams made an impact on the building itself. In discussions with designers and contractors, teams advocated for staff comfort, green assets, and the most effective technology. Today, in a host of fundamental activities, we experience an amenity or feature the teams suggested:

- More kitchens and appliances
- Better filtration systems for drinking water and ice makers
- Water fountains that keep running tallies of plastic bottles saved from landfill
- Indoor bike storage systems that include a floor drain, a cardkey access terminal and different bike racks



Watching the counter on the water fountain climb added incentive to adopting reusable bottles.

Perspectives from others

We wondered whether teams interacting with the construction and design teams would slow the construction process.

On the contrary. Every professional group involved in CIB construction found team engagement a positive experience, whether it led to enhancements to the building, or simply generated discussion.

The UITS facilities manager, in his professional career, had never seen such depth of staff engagement. So successful was the interaction that he recommended teams continue to sustain and evolve the CIB culture.

Said University Architect Bob Richardson:

“Working with teams was a unique experience. Involving customers and stakeholders was a great idea, especially when a whole new way of living is involved.”

The building designers experienced the teams as a “bridge between the design team and how UITS wanted to use the space,” and their suggestions and comments as “focused and authentic.”



Executive project leader Laurie Antolovic, Deputy CIO, OVPIT, and University Architect Bob Richardson observe the steel-topping.

“In such an interactive process the client may present a design vision and functionality ideas that conflict with the original design, or that the designers wouldn’t have anticipated. Both sides need to test each other to see the benefit each brings.”

In the designer’s view, some of the best architectural solutions come from marrying different perspectives and perceptions.

“There’s a healthy tension in every project, but the teams brought an additional flavor. They informed a good process that led to an unraveling of what the building needed to do. We’re proud of this.”

“The UITS community felt like this was their new home, almost like a new residence.”

How did staff react to the teams? Some took them on trust from the start, attending forums and discussions, keeping up with communications, and directing their CIB questions to the teams. This group appreciated team accessibility.

“With my friends and co-workers on the teams, the teams seemed more like peers. I felt I could approach them — be more frank.”

“When your peers represent the building and its culture, it brings everything down to earth. It’s more than a concept.”



Team leads (in red hardhats) and staff observe the steel-topping.

Others were encouraged by the non-standard, cross-hierarchical make-up of the teams.

“The teams avoided considerable bureaucracy. Flat teams have a better chance of reaching resolution than hierarchies.”

Others were more skeptical. They attended some presentations, but continued to wonder: Do teams have leadership buy-in? How much influence do they really have? Can they make substantial changes? And what about team members? Has everyone entirely bought in? Staff were alert to any ambivalence. Someone summed up teams as “extroverts who bought the vision, adventurous introverts, and introverts in denial.”

Then there were those who paid little attention to teams and their work. Says one, “I knew things were happening, but I didn’t pay much attention.”

Over time, the move became harder to ignore. The Dr. Ida video series (satirizing our own intransigence) and Big Move skit (spoofing a bumbling director), lightened our view, even as we visualized practical details of life in the CIB. Humor was a catalyst. Our outlook improved. We felt more energetic.

People who share humor undergo something akin to bonding. Intentionally or not, through humor the teams brought us closer together.

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7 | Reflections on Leadership and Teams

"I would rather have the 10 Suggestions than the 10 Commandments."

— Laurie Antolovic

From a traditionalist's point of view, our project had three strikes against it.

In hierarchical organizations, "management assigns duties according to employees' specialized skills, so roles and power structures are clearly defined and employees have the opportunity to grow within their niches." ¹ We prepare staff for leadership positions through mentoring, project management experience, and professional development opportunities. Aspiring leaders prove themselves over time.



UITS staff and teams discuss the CIB culture.

Our way of choosing team leads broke the model. What counted was not leadership experience, but passion and commitment.

“Leadership is not solely the purview of the CEO, but can and should permeate all levels of the firm.”²

The same critic might call our way of creating teams haphazard. Rather than planning the makeup of each team according to its function, we issued an open call for members. Staff who responded left behind title, role, and rank.



Teams faced many unknowns.

This model took experienced leaders outside their comfort zone. There were no leadership guidelines and no project plans. Leads were given a charge, some parameters, and set free to create strategies. With no workflow process to rely on, no schedule of predictable steps, inventing initially made teams uneasy.

“We had to create something from nothing. There was a period of swirl — no standards, no practices.”

The “haphazard” mix of hierarchies was the beauty of the model. In discussion, everyone was equal. The naïve but imaginative idea of a relative newcomer, tempered by the wisdom and experience of more seasoned members, could become an innovative direction. Junior staff brought fresh insight and outside experience that enabled others to see the familiar from new perspectives. At the same time, young staff experienced strategic thinking in action, learning from the perspectives of leaders they otherwise might not encounter.

There were countless opportunities for self-discovery and affirmation. The relaxed structure of the teams encouraged more reserved members to speak up. Someone, let's call him Mark, offers an idea and the rationale behind it. The team is enthusiastic. Mark, who has always taken his way of thinking for granted, sees from others' reactions the value in his ideas. Newly conscious

of his ability, he becomes more deliberate about developing and applying it, finding more opportunities to use and refine it. Encouraged to move out of his usual workplace role of follower, he emerges as a creative thinker and more active contributor. The informal team structure provided countless variants on this pattern and multiple opportunities for people to discover the strengths and talents that can define a career.

“Someone’s good idea could make a radical difference. Unlikely people popped up. We all had to let go and listen.”

So much in IT depends on analytical thinking and expert management. By contrast, this initiative opened the field for thinking driven by common sense, insight, observation, experience, and wit.

The floor was open to any team member with an idea or suggestion. Ideas were developed and refined by the variety of perspectives around the table. Each discussion brought a chance to understand those perspectives, and to refine skills in listening, objectivity, collaboration, and detachment.

Teams took on challenges that in a traditional organization would have fallen to senior management. How did they assess the soundness of their ideas? They continually asked: What is the right thing to do? The final arbiter: Their own good judgment.

Teams contributed to a growing network of learning and influence. Daily, in the trenches, they applied strategic and situational thinking. Meanwhile, other staff were studying strategic thinking in the more structured setting of an IT Leaders Boot Camp program. From their perspective in the trenches, the teams developed topics for Boot Camp participants that would prompt strategic thinking. These papers were the outcome.

- Change Management for a Paperless Office
- Doing Work in IT — An Ever-changing Landscape
- CIB Privacy and Noise
- CIB: A New Storage Paradigm

Teams lived a kind of lab session. They enacted new ways of living and working. They proved new ways of discovering and nurturing leadership skills in others. They involved a cross-section of UITS staff in strategic thinking. They lived a more integrated form of leadership, a timely exercise as we, by degrees, built a more collaborative, horizontal culture.

The walls between divisions are giving way to collaboration. Today's greater organizational fluidity is an appropriate context for encouraging new definitions of leadership. As the IT work style continues to morph, and mobility, cross-unit collaboration, and ad-hoc teams become the norm, these flexible models of teams and leadership will become increasingly relevant.

"This project was an interesting comment on leadership. We got where Laurie wanted us to be by leading ourselves."

References

- 1 Uhlig, Daria Kelley. "Hierarchical vs. Nonhierarchical leadership." Chron. (<http://go.iu.edu/7F3>, accessed 3/13/13)
- 2 Ancona, Deborah. "Leadership in an Age of Uncertainty." MIT Leadership Center Research Brief. 2005. (<http://go.iu.edu/8yH>, accessed 5/10/12)



8

Living in Community Today

The proof of success is the quality of life in the CIB today.

Moving in was transformative. Gone was the mindset that drafted the proscriptive “Shared Space Guiding Principles.” Replacing it was a feeling of lightness and energy we could not have anticipated.

Many initially distressed about the absence of partitions assimilated within days. Says one director:

“The openness helps. It’s great to hear laughter and uplifting to see everyone pulling together.”

A new awareness of the UITS community helped people feel more connected.



The three-story-high atrium captures and reflects sunlight.



One associate vice president wrote:

“Laurie - I cannot say enough about your leadership on this project. I love coming to work in this building. It's the nicest building in which I have ever had an office (and that covers 6 states and two countries!). The CIB inspires creativity and thinking and collaboration. Staff were skeptical about the plans, but I think with very few exceptions they are now enthusiastic about the CIB.”

There's a healthy energy in the building, abundant sunlight, plenty of space to walk. Against all expectations, most people prefer to use the stairs, while the elevators sit idle.

While some companies are turning to outsourcing, IT at IU has gained by bringing staff together. Proximity continues to change the way we work. We see each other in the hallways, on the stairs, in the Commons or on the terrace, and build casual relationships with people we never knew were part of UITS. We extend our sense of community and become more aware of each other's skills and contributions.

When we join a project team with someone we've met in this casual way, the project begins on a more relaxed footing, the camaraderie that usually takes time to develop already in place. The stronger professional and personal relationship contributes to the next interaction.



Wide hallways serve as gathering places for conversation and lead into spacious open workspaces.

“We talk things out a lot more. We see how much relationships matter.”

We take care of things in quick hallway conversations. With a few words exchanged almost in passing we can take a project to the next level. What might once have taken several rounds

of email we can now accomplish in minutes of face time. When challenging issues come up, relationships are already in place, so the process of resolution is more relaxed.

“Before the CIB, the only time we interacted was over a problem. We have moved from a problem focus to creative, light, easy-going discussions based on relationships. Now, if a problem comes up, the relationship is there.”

Communal spaces are our town square or village green. Here we build friendships in the abundant space of the Commons, in the flex spaces on each floor, or on the sofas and coffee table seating outside the Café. Communal kitchens bring people together. We run into a colleague we haven't seen for years and re-establish a friendship. Someone comments on our coffee-making apparatus, launching a conversation about the merits of tea over coffee. These connections expand our experience of living in community.



One of the many communal spaces is the coffee-table seating outside the Café, a stopping place for visitors and staff.

Community and technology are easing the challenge of keeping up with UITS accomplishments and directions. We talk to friends from other groups, notice displays of UITS news, events, and meetings in hallway screens or on the IQ Wall in the Commons.

It took experience in the CIB to recognize the isolation of cube life, where it was easy to limit our physical world and social network to our own few feet of corridor.

We had a goal in mind.
What would happen en route to that goal
was a blank page.
What did happen went beyond our expectations.
Teams seeded a process that created
the culture we live today.



"Jellybeans" near the windows provide colorful, fun seating.

9

Is It Art or Is It Furniture?

Horizontal and vertical planes of glass, limestone, and steel. Patterns of light and shadow. Color. Texture.

A broad terrace with wooden sofas and groups of matte aluminum tables and chairs. People talking, working, meeting in the shade of off-white umbrellas. The message: Welcome.

The CIB breaks from the traditional office building, computer center, and academic building. It redefines the IT workplace.



Sunlight and architecture create ever-changing patterns of light and shadow.



You enter a spacious three-story atrium. It is filled with sunlight and movement. People animate the space, perched on the sofas by the windows, working, talking; chatting on the open limestone staircase; sitting at the café tables that line the open balconies. Features from human faces line tall Lucite panels. It's a lively, social space.

Then the surprise of the “Mobius” couch. Easy to imagine in New York’s Museum of Modern Art, the piece draws the curious, the explorers at heart. Functional yet striking, it suggests the uniqueness and animation of the CIB culture.

Large open spaces and low furnishings create a clear, uncluttered atmosphere that reflects and contains that culture, traveling light.

“Architects have long intuited that the places we inhabit can affect our thoughts, feelings and behaviors.”

Interior design and décor express the organization’s identity. Gone are cubicles and dark corridors. In their place: High ceilings, extended sightlines, natural light, and views of the outdoors — features, say researchers, that expand the mind and encourage creative thinking. ¹

Interiors

Many common seating areas and gathering spaces, each with distinctive furniture, speak to the value of working in community. Areas that traditionally serve as walkways serve in the CIB as spaces for working or convening. In the wide hallway between the building's two wings, tables and chairs line the open balconies that overlook the atrium. In the broad walkways beside the windows, the choice is yours. Need a change of scene to sit and think? Try one of the comfortable chairs. Want to stand? The bar tables are good for work or conversation. Eat lunch with colleagues at the café tables.

The café tables and bucket chairs are perfect for informal or impromptu discussions. For more privacy, move the jellybean chairs around the corner, beyond the view of those in the common workspace.

"It feels good to walk into this building. I get a lift, a feeling of things happening."

Furniture mixes shape and color. Circles and curves contrast with the structure's horizontal and vertical lines. In one meeting space, purple chairs present backs of softened triangles that mix with arcs in the off-white bucket chairs.





The jellybean chairs created conversation, played a social role, acted as catalysts.

Furniture can be playful. Bright spheres in plum, fuchsia, and goldenrod (above) sit near the windows. Their arrival soon after move-in was puzzling. What are they? Stools? Footrests? Leaving our computers we drifted over, curious for a closer look. We mingled with staff we barely knew, examining the spheres. Someone tested the smallest in an experimental game of catch. We laughed. Humor is infectious; laughter is social. A blend of furniture, art, and playfulness, the jellybeans had become social catalysts.

Relationships born in laughter are singular. They're cheerful, relaxed; the walls are down — all welcome traits when it comes to working together.

Throughout the CIB, furnishings fit the countless ways we work. The Flex Conference Room (next page) is a good example. Move the components around to host all kinds of occasions and numbers of people. With built-in flexibility and carefully chosen components, one space can serve multiple functions.

Moveable walls can break the space into three: A casual seating area, a meeting room with privacy walls and teleconferencing equipment, and media-scape technology space. Need more room for a large meeting or reception? Simply slide one or both dividing walls into their ceiling channels.

The art of CIB furniture

- People first
- Efficient, flexible
- Multiple uses and scenarios
- Multiple types within easy reach
- Supports spontaneity and collaboration
- Maximizes use of space

Flex space is efficient financially and logistically. It reduces the number of dedicated, specialized rooms to be designed and equipped. It was an obvious choice for a building dedicated to efficiency and sustainability.

Living in the building, we experienced the range of uses a space could provide when furnishings were chosen for variety and function. Listing them was revealing. Consider the room below.

- The bar tables (at right in photo): Up to four people can work or talk or have lunch, sitting or standing, at each table. Group them together for a long conference-size table.
- The purple chairs: Group a few into a small circle for a conversation.
- The sofa: Sit and relax here, or combine with the purple chairs and the coffee table for a group lunch or larger discussion.
- The cabinet (lower left): Uses include storage for building staff, commuters, or visitors, or staging area for equipment and supplies. At receptions and buffets, it provides more surface area. Positioned just outside the common workspace, it's become a natural stopping place for a chat before entering the common room. It also displays artwork from the IU community.
- Alcove with sink (left): Serve coffee and refreshments in the recessed alcove with its sink and running water. Use the whiteboard above for notes or messages. Add the teleconferencing screen (not visible) for meetings or streamed presentations.



Shrewd choice of furniture makes this space flexible and versatile.

Art in the workplace

Art is good for people. Research confirms that art in the workplace reduces stress, increases creativity and productivity, boosts morale, and encourages open dialogue. Responses to a cross-industry survey of more than 800 employees in 32 companies showed workplace art reduced stress (78%), increased creativity and productivity (64%), enhanced morale (67%), and encouraged diversity and discussion (77%). The survey also found others regarded art as evidence of a company's interest in improving the quality of life in and outside the workplace. The survey was conducted by the Business Community for the Arts (BCA), a national nonprofit organization that brings together business and the arts, and the International Association of Professional Art Advisors (IAPAA). ²

Construction trends seem to support a role for art in the workplace. A Boston architect finds that commercial developers seeking special design elements are now investing in original art to warm and humanize their buildings. In fact, one IT company president increased his annual art budget by 400% to boost his company's "stickiness factor" and stimulate staff imagination.



The CIB generates its own "art" as steel, glass, color, and changes in light and angle create areas of complex reflection.



The supports and outdoor louvers create a Craftsman-style design.

Art in the technology workplace is a reminder of our organization's roots in the liberal arts at IU, and the role of IT in the creative process. With its open spaces, the CIB provides broad canvases for art created by members of Indiana University, work that expresses the marriage of art and information technology. These pieces display some of the range of IT-enabled art — possibilities far beyond modern or “techie” expression. In the works of Nicole Jacquard, associate professor in IU's Henry Radford Hope School of Fine Arts, we see new methods and media for creating complex, 3D sculptural objects. UITS staff artist Vince Cannon has discovered new ways to bring works of the masters into the workplace. This focus on creative expression humanizes the CIB.

*Art and technology are for people,
and about people*

Displaying the work of Nicole and Vince links the CIB community to the whole university and its people.

In the Wrubel Commons and along the perimeters of some workspace areas stand fragments of faces from the sketches of Michelangelo, Raphael, Van Gogh, Botticelli, Leonardo, Degas, and del Sarto.



Fragments from sketches of human faces personalize the Commons.



Each wing of the CIB represents one artist.



Nicole Jacquard, "Oxford Star Red Teacup"

To create these, Vince first made digital masters of sketches that the artists created before their final pieces. Because he collected the sketches from a number of sources, they varied widely in size. The result: The masters showed infinitely varying degrees of gray scale, line density, and translucence. To equalize these elements across the collection, Vince relied on the capabilities of Photoshop.

Solid objects that "evoke memory and nostalgia" are displayed on each floor and in nearly every wing of the CIB. Nicole created these using rapid prototyping with a 3D printer and gypsum powder. Like Vince's work, they are singularly human.



Standing near the entry to the Commons is Nicole's "Green House" installation. Its live grass in season mirrors the grass landscape of the rain garden visible through the glass wall just outside the CIB.

These images are more than decoration. They state: UITS is about high tech, but also about art, the humanities, conservation, and community. The CIB is a shining example of the effect of place. Simply enter the building. You are likely to experience one or more of these states of mind: Surprise, anticipation, curiosity, excitement, energy, animation, motivation, inspiration, creativity...

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2. "Business and the Arts Make Great Partners: Survey Reveals Workplace Art Collections Are Valuable for Business." University of Massachusetts Amherst, Fine Arts Center. February/March 2004. (<http://go.iu.edu/820>, accessed 3/24/13)

10 | August 2012: One Year Later

What became of the CIB teams after the move? From their successful collaboration with staff, they earned a reputation as leaders and trusted advocates. Naturally, staff turned to the teams with any questions and concerns that arose as we settled into the new environment. Today they provide a de facto governance structure.



Team leads meet monthly to discuss issues of interest to staff and plan new initiatives that enhance community life in the CIB.

Some examples:

Sustainability. The Living Green team hosts building tours with special attention to features that promote sustainability. Members created a monthly recycling program to keep to a minimum the amount of outdated IT equipment that collects in the building.

Space. Work is underway to rationalize space programming and processes between the CIB and the IT building on IU's Indianapolis campus.

Thermal comfort. The CIB Living in Community and Noise and Privacy teams report few complaints about noise and privacy. Now a single team, members worked with Living Green and Living Healthy to conduct and analyze a thermal comfort survey. Feedback led to a 2-degree hike in temperature.

Café and health. The Living Healthy team manages our relationship with the CIB Café. The team surveyed staff and has been meeting with Café management to discuss the results. Living Healthy has organized nutritional counseling sessions and hosted an on-site Weight Watchers group.

Travel and parking. The Parking and Transportation team remains our liaison with local, city, and state highway departments and with IU Parking Operations. As with most universities, parking is always a concern, so we are ever vigilant in catching scofflaws.



A red-tailed hawk co-opts a reserved parking space.

11

Dedication

A plaque at the base of the tree reads:

To the teams:

With deep appreciation and gratitude

You built relationships and trust.

You inspired with your conviction.

You upheld a vision to join and support.

In building engagement, you built a community.



To all leaders:

“When the best leader’s work is done
the people say, We did it ourselves!”

– Lao Tsu

Appendices



A1

The Teams:
Their Missions
and Members

Living in Community

Mission

The Living in Community team is committed to preserving and enhancing the sense of community in the Cyberinfrastructure Building by assuring that abundant space is available for personal, group, and community needs, while respecting the unique work styles of individuals and teams. The team will strengthen the spirit of collaboration by crafting practices that facilitate interaction outside of typical reporting lines.

Co-leaders

Jacob Farmer, Corey Shields

Contributors

Randall Embry	Beth L. Norzinskay
Sarah Engel	Chris Payne
Rebecca Gribble	Robert Reynolds
Marc Kerr	Sandra W. Thompson
Dennis M. McGreer	Jim True
Mark A. Niswander	Karen Watkins

Living Healthy

Mission

The Living Healthy team will investigate health food and service alternatives and work with CIB food service providers on menu selections. Partner, develop and organize group fitness activities such as walking, running, cycling, games, etc. Explore other activities/programs that reinforce IU's Health Engagement Program's incentives for healthy outcomes. Interact with other lead groups to generate mutually beneficial ideas and reinforce partnership opportunities.

Co-leaders

Debby Allmayer, Peggy Anne Lindenlaub

Contributors

John David Bickel	Andrew Joseph Hunsucker
Larry Dean Brown	Laura A. McCain
Kelley Renae Cantrell	Brian Joseph McGough
Andrea Charis Elliott	Stacy Morrone
Bob Flynn	Julie Parmenter
Ed Furia	Kenneth M. Pattillo
Rebecca Gribble	Timothy D. Ryder
Zelia Christine Hayden	Kurt A. Seiffert
Jenny Hertel	Corey Shields
Heather Brook Hubbard	Sheryl Swinson

Living Green

Mission

In partnership with the other CIB teams, the Living Green team will play a leadership role in Indiana University's efforts toward sustainability by transforming our work environment and personal practices through conservation, good stewardship and education.

Co-leaders

Susan Coleman Morse, Sandra W. Thompson

Contributors

Stephanie L. Burks	Thomas Jennings Lee
Sandra Cunningham	Mark R. Lowe
Julie Bennett Dreesen	Siddharth Maini
Sarah Engel	Mark A. Niswander
Bob Flynn	Kurt A. Seiffert
Robert Freeman-Day	Corey Shields
Andrew Joseph Hunsucker	Matthew P. Standish
Tina Golini Jessee	Elizabeth Venstra

Noise and Privacy

Mission

The mission of the Noise and Privacy Committee is to provide an open forum to engage UITS staff, collect information, provide feedback and communication, make recommendations, and establish guidelines regarding noise and privacy, in order to create a productive and comfortable work environment in the CIB.

The committee will accomplish this mission by doing the following:

- Gather, discuss and disseminate employee feedback and other communications regarding noise, visual distractions and privacy issues.
- Maintain close inter-team relationships with the Living in Community Team, as well as others, to define and designate “neighborhoods” suitable for collaboration and focused working.
- Provide ongoing, open, and clear communication.
- Provide ongoing opportunity for feedback and revisions to guidelines and policies based on practical experience working in the CIB.

Co-leaders

Jim Thomas, Jennifer Van Horn

Contributors

Tina R. Bradley	Mark Littman
Randall Embry	Beth L. Norzinskay
Hal Bernard Jankowski	Rita K. Pavolka
Breda Annette Lane	Christopher J. Payne
Merri Beth Lavagnino	Brent R. Sweeny

Parking and Transportation

Mission

The Parking and Transportation team will identify and advocate for safe, green, and employee-friendly parking and transportation options at the 10th and the Bypass site, and facilitate communication to UITS employees and guests.

Co-leaders

Jill Piedmont, Brent R. Sweeny

Contributors

John David Bickel	Bob Flynn
Larry Dean Brown	Elizabeth Venstra
Stacie Fields Burns	Anthony R. Vitacco
Mark Feddersen	

Security

Mission

The CIB Security Team will be reviewing and establishing standards, procedures, and practices around the physical security and safety of the CIB. This includes access control (cardkeys), video surveillance, panic alarms, and lighting.

Co-leaders

Tom Davis, Douglas R. Chambers

Contributors

John David Bickel	Dennis Brian Gillespie
Joe Butler	Patrick T. Keenan
Christopher M. Calabrese	Mark Spencer
	Alan J. Walsh
Jacob Farmer	

Communication Media

Co-leaders

Sue Perin, David Donaldson,
Andrew Joseph Hunsucker

Contributors

Stacie Fields Burns	Laura A. McCain
Dara Eckart	Peter Lynn Partin
Andrea Charis Elliott	Nitocris Perez
Justin Glass	

Communication Strategy

Co-leaders

David Goodrum, Julie Wernert

Contributors

Chuck Aikman	Laura A. McCain
Stacie Fields Burns	Rita K. Pavolka
Dara Eckart	Lance Day Speelmon

E-waste

Susan Coleman Morse	Breda Lane
Rick Jackson	Mark Niswander
Rich Knepper	Duane Schau

Clear the Clutter

Chip Rondot	Greg Moore
Susan Coleman Morse	Living Green Team
Karen Garrett	E-waste Team

Space Representatives

Mike Lucas, Enterprise Infrastructure
Sara Chambers, Enterprise Software
Matt Link, Research Technologies
Duane Schau, Communications and Support
David Goodrum, Learning Technologies
Jon-Paul Herron, Networks
Tom Davis, IIA and Offices

A2 | Team-created Tools for Staff

The teams developed a vast body of materials to provide staff with facts, perspective, and updates, and to boost morale and build engagement.

Their first creation was the internal website for staff: “CIB – Our new home.” This became a central source for all things CIB, including construction timelines, floorplans, parking updates, information about the teams, Q & A, videos, and move-in information. Much of the content that follows appeared on that website.

Paralleling the construction of the CIB was a major project to widen the 45/46 Bypass and revamp the intersection at 10th Street and the Bypass. The website provided updates on construction, street closings, and bus detours.

About the CIB

The section put the CIB in context as “the latest addition to the growing technology park at 10th Street and the Indiana State Road 45/46 Bypass. As the new home for the majority of Bloomington’s University Information Technology Services (UITS) staff, the CIB is designed to visually represent IU’s cutting-edge technology environment and its commitment to innovation in service of the university’s teaching, learning, and research missions. The CIB joins the IU Data Center and the IU Innovation Center on the former site of the University School Complex, freeing up the current site of Wrubel Computing Center for new development.”

CIB Facts and Figures

Size	Approx. 123,000 gross square feet
Structure	3 stories and a partial basement
Cost	Estimated at \$37M
Construction	Around 14 months
LEED Standard	Minimum of gold
Landscaping	Ecologically enhanced to capture water
Trees	Existing trees preserved to greatest extent possible
Atrium	Reception and seating for over 100
Events	250 person reconfigurable, multipurpose space adjacent to atrium
Food	Coffee and popular a la carte items available onsite and open to the public
Workspaces	630 for Bloomington-based staff and 50 “hotel” workspaces for IUPUI and regional-based colleagues
Commons	Around 125 seats total near windows
Focus booths	40+ enclosed privacy rooms for one to two people
Meetings	Formal and informal conference rooms, plus team and workshop spaces “The story becomes different when staff lead staff.”

FAQs

Teams created and continually updated FAQs to reflect staff concerns. These were organized by topics or team names, indicating ownership and reinforcing the team structure.

Tracking views allowed teams to see questions of greatest concern. Note that the question on assigned desks attracted the most views (last bullet).

Living in Community

- Will cell service be in place? (19 views)
- Where are the copy rooms? (9 views)
- Where are the print release stations? (15 views)
- Are there mailboxes on each floor? (13 views)
- Where are the coat racks? (9 views)
- Where are the kitchens? What's the difference in amenities among the various kitchens? (36 views)
- Is there a microwave on the first floor? (10 views)
- Can we eat hot food at our desks? (87 views)
- Where are the various places to eat lunch? (45 views)
- Do the building wings have different names?
- What's in the basement? (Is it spooky?) (36 views)
- Will there be coat closets, or someplace where we can store our coats and umbrellas while we're working in the CIB? (91 views)
- Will there be overhead paging? (40 views)
- Will conference rooms have windows? (18 views)
- Where will large meetings be held? (22 views)
- Will there be conference rooms in the CIB? (28 views)
- Can I reserve a focus booth? (54 views)
- What are the focus booths? (64 views)
- Where will the refrigerators be? (48 views)
- Where can I get coffee? (64 views)
- Will there be vending machines? (96 views)
- Can I keep a refrigerator at my desk? (65 views)
- Where can staff from other campuses work? (16 views)
- What kind of storage will I have? (100 views)
- Will I have an assigned desk? (133 views)

Shared Space Guiding Principles

This was drafted by the Living in Community and Noise and Privacy teams in fall 2010 in response to staff concern over the open work environment. Teams invited staff to add to the draft, which gave them voice and a greater sense of control.

By move-in, the guidelines were no longer needed.

Shared Space Guiding Principles

All UITS staff will be asked to participate in the creation of a “Shared space guiding principles” document outlining ways in which we can make the most out of our new workspace in the CIB. Our goal is to create a comfortable, productive, and collaborative work environment.

We need everyone’s input but some possible ideas for these guiding principles might include:

- Keep voice levels low, especially in common areas near others’ workspaces.
- Be understanding of brief, unscheduled interruptions.
- Negotiate compromises if conflicts arise.

- Please be tolerant of reasonably brief levity.
- Communicate with your neighbors if you anticipate disruptions.
- Divert to a conference room, focus booth, or cafeteria when possible for impromptu meetings.
- Avoid gum-popping, humming, slurping, and pen tapping.
- Answer a ringing phone right away when possible.
- Keep phone ringer volume low or off if possible.
- Keep cell phones on vibrate and do not leave unattended.
- If you’re worried about possibly creating a distraction, ask for permission from those around you.
- Use a headset.
- Keep PC sounds on low or off.
- Eat quietly.
- Avoid hot foods at your desk.
- Be open and honest with your neighbors if they are distracting you.
- When confronting a neighbor about an issue, be polite, keep it private, and focus on behavior. Work to achieve mutual understanding and reach a reasonable compromise.
- Establish standardized visual cues that tell people you do not want to be disturbed.



- Avoid wearing excess amounts of perfume or cologne.
- Stay home when sick to avoid spreading illness to your co-workers.
- Conflict resolution protocol:
 - First, attempt to resolve the issue with a 1:1 conversation directly with individual involved.
 - If 1:1 conversation is unsuccessful, discuss situation with your immediate supervisor who can help with resolution.
 - If all else fails and a compromise cannot be reached, HR representatives should be contacted.

Living Healthy

- What are some example food options and prices for CIB food service? (159 views)
- How will coffee work in the CIB kitchenettes? (63 views)
- Will there be AEDs in the building? (30 views)
- What are some tips for de-stressing? (18 views)
- How can I improve family mental health? (23 views)
- Is UITS planning special living healthy events? (20 views)
- Where can I go to get exercise? (41 views)
- Will there be walking paths around the CIB? (29 views)
- What are the benefits of exercise? (8 views)
- How do I voice concerns about air or water quality? (17 views)
- Will there be kitchenettes, refrigerators, microwaves, ice makers, coffeemakers? (30 views)
- Will we have food service with healthful options and nutritional information? (47 views)

Parking and Transportation

- Where can I find parking? (104 views)
- Where can I find updates on Bypass construction? (33 views)

- Where can I find alternative transportation options? (28 views)

Security and Access

- How will visitors be greeted? (64 views)
- Will UITS staff that are not moving into the CIB building need to get the new key cards in order to gain access for meetings? (33 views)
- When/how will we get the new access keycard, in order to enter the building on the Monday morning after the move? (49 views)
- I have these question from the perspective of someone within UITS that is not moving to the CIB: What is the process for requesting the key cards needed to access the CIB? When will we be able to request the new key cards? (23 views)
- How do I gain access to the staff area? (20 views)
- Can I get in after business hours? (41 views)
- Must I present my cardkey to go from floor to floor? (56 views)
- Will there be room numbers assigned for workspaces and meeting rooms? (18 views)
- Will there be any traditional (i.e., non-VoIP) phone lines in the CIB for use in emergency situations? (25 views)
- Will there be an emergency blue phone outside the building? (17 views)

- Who identifies evacuation routes and tornado shelter areas? (19 views)
- Will each of the workspaces have a room number prominently displayed? (21 views)
- Will I have locking desk drawers or lockers? (23 views)
- Will the parking lot and walkways leading to the building be well lit? (7 views)
- Will security cameras monitor staff work areas? (19 views)
- How will security cameras be deployed? (23 views)
- Who besides VPIT and UITS staff will have access to the secured areas of the building? (34 views)
- Will the CIB lobby be open to the public? (36 views)
- How do I prepare my computer for e-waste disposal? (28 views)
- Where should I dispose of unneeded paper, books and magazines? (45 views)
- When are the e-waste collection days and where do I put my items to be disposed of? (48 views)

E-waste & Paper Cleanup

- What should I do with printer ink or toner (used or new) before the move? (14 views)
- Where can we shred sensitive documents? (50 views)
- Which documents have archival value? (21 views)
- What should I do with my paper files before moving to the CIB? (18 views)
- We have a lot of user manuals that are in the 3 ring binders. Where should we put the binders or do we just put these in with the books to recycle? (18 views)

A3

“Mythbusters” and “Confirmed and Plausibles”

As move-in approached, staff still struggled with persistent rumors. Teams created two lighthearted email series, spoofing the Discovery Channel's MythBusters videos. Their “Mythbuster” series delivered periodic and often funny and lively messages on persistent topics of contention. All began: “Busted!” These were also posted on the CIB site.

Mythbusters: dispelling some of the myths around the CIB

CIB Myth #1: Staff will not have assigned seats in the CIB

Busted! Every staff member whose primary location is in Bloomington will have assigned work space in the CIB. A group of directors representing each division is working on space assignments. These directors are:

- Mike Lucas, Enterprise Infrastructure (team leader)
- Sara Chambers, Enterprise Software
- Matt Link, Research Technologies
- Jon-Paul Herron, Networks
- Duane Schau, Support
- David Goodrum, Learning Technologies
- Tom Davis, on behalf of the Offices - UISO/UIPO, HR, AFO

As we move closer to completion of the CIB later this year, we'd like to begin providing more regular updates as well as dispel some rumors.

CIB Myth #2: CIB food choices will be limited to ultra-healthy foods

Busted! IU Residential Programs and Services (RPS) will provide a variety of food choices, including cookies, chips, and other everyday snacks. Plus, as RPS gets to know our preferences, we'll have chances to add/remove items from their offerings. However, because the cafeteria will not have a full kitchen, RPS will not be able to provide hot foods. (If you want fries, you'll still need to venture offsite.) Here are some menu items that will most likely be available in the CIB:

- Baked goods and light snacks: Donuts, pastries, fresh fruit, bagels, cinnamon rolls, cookies, fruit bread slices (vegan), chips, granola bars, cereal cups, and yogurt
- Beverages: Starbucks coffee and tea, Tazo tea, Lipton tea, hot cocoa, orange and vegetable juices, regular milk, soy milk, and soda
- Sandwiches: Turkey, smoked turkey, ham, roast beef, chicken, chicken salad, tuna salad, and hummus
- Salads: Tossed, chef, and fruit

The vice president’s office has always been in a separate building on campus. Staff wondered: When he’s in the CIB, will we have to dress up?

CIB Myth #3: Black tie optional?

Busted! UITS dress code guidelines aren’t changing. They’ve always depended on job context. Now that we’ll all be in the same building with the opportunity to interact with more visitors and colleagues, we may want to thoughtfully consider our dress. But rest assured, the policies are the same as they’ve been for 21 years, as specified in the UITS Staff Handbook:

“All staff members are expected to dress in a professional manner, conducive to their work as a normal part of their daily routine. You are expected to dress appropriately for your work situation. Regardless of your position, radical departures from the conventional dress and personal grooming habits are not recommended.”

As we move closer to completion of the CIB later this year, we are providing more regular updates as well as dispelling some rumors.

Bloomington is known as “Tree City,” and the IU campus is lush and beautiful. The CIB sits east of the main area of campus, in an open area bounded on two sides by traffic. Staff wondered: Will we lose our few large, old trees to construction?

CIB Myth # 4: Trees on 10th were victims of CIB construction

Busted! INDOT removed the trees as part of the 45/46 Bypass-widening project to allow the re-routing of utilities. The footprint of the CIB required only minor tree removal. Rest assured that landscaping, including the addition of native tree species accessible via walking paths, is planned. As we move closer to completion of the CIB later this year we are providing more regular updates as well as dispelling some rumors.

*There was never enough meeting space in Wrubel.
Once we all move into the CIB will things get worse?*

CIB Myth # 5: Meeting space: the final frontier

BUSTED! Whether you need meeting space for two people or 200, the CIB will have it, with more than 50 rooms accommodating 2-16 people. There are 36 rooms for 2-4 people, 13 rooms for 8-16 people, and numerous informal spaces for up to 12 people. The conference/boardroom in the OVPIT suite will have space for 20-30. We can even convert meeting rooms and spaces into configurations accommodating 200-300 people – something we can’t do in our current facilities.

The CIB also includes a lot more flexible space than we have today. We’ll have high top tables, an outdoor terrace, and numerous informal meeting places to gather. We will need to be judicious with how and where we schedule meetings. Impromptu, short connections can deliver outcomes outside of a formal conference room meeting. We will have a diverse set of meeting resources throughout the CIB that we don’t have today.

Additionally, with careful scheduling and collaboration technologies such as UniCom, we will be able to use our new spaces more effectively. As we move closer to completion of the CIB later this year we are providing more regular updates as well as dispelling some rumors.

CIB Myth #6 - I won’t be able to find a parking space.

BUSTED! Our Parking and Transportation team has done some careful research on this issue, counting empty parking spots at peak parking times on various days. We have yet to find a day when there are fewer than 55 empty parking spots in the lots surrounding our building. And, some other promising numbers will come into play in the near future:

55 empty spots (minimum) at 10th & the Bypass + 65 new spots when construction is complete + 20 spots reclaimed from the CIB construction crew - 100 staff moving to the CIB from campus = 40 anticipated extra parking spots within a short walk of the CIB.

Or you could avoid parking altogether by riding one of the buses that stop a short walk from the building, or ride your bike and use the CIB’s indoor bike parking facilities.

“Confirmed and Plausibles” — Rumors that may just turn out to be true

The second series addressed staff attachment to such individual desktop appliances as heaters, fans, and individual coffee equipment, which could not be moved to the CIB, a decision that generated a lot of discussion. Staff asked:

I heard my space heater, mini fridge, cappuccino machine, and desktop rotisserie are a no-no in the CIB

CONFIRMED! The rumor at the water cooler is true. When we move into the CIB, we won't be bringing personal mini-fridges, fans, space heaters, coffee pots, and desktop printers.

Why? Limiting the number of personal appliances will help reduce the overall energy consumption of our building. Our actions support UITS efforts to be good fiscal and environmental stewards. Our new building will have advanced heating and cooling systems that will be monitored closely in our first few months to provide comfort to our staff. Our common kitchens will house refrigerators with enough room for you to bring in a day's worth of food and to chill a refreshing drink. Don't forget, our on-premises dining services will be serving a variety of food and refreshments, too!

Even with partial cube walls, Wrubel could still be noisy. It was hard to imagine an open environment being quieter. Staff asked:

How will I be able to concentrate in the CIB? Will there be white noise to limit noise distractions?

Yes, there will be white noise machines in the CIB. In fact, the whole building, including every conference room and focus room, will have white noise controls available in order to reduce the amount of noise. All of the offices will also have white noise machines.

Staff rarely have the chance for input into building design. They were excited about this possibility and asked:

Will there be exercise space at the CIB?

PLAUSIBLE: When it's not in regularly scheduled use, we will have access to the Flex Lab Space on the lower level. That space can be reconfigured for a variety of uses, including, potentially, as an exercise space.

IU's Office of Risk Management is concerned that units not have exercise/fitness classes unless in

an appropriate space, with adequate instruction, monitoring, and first aid available. However, this space could be configured and used for light exercise (working with bands, following a DVD light workout) when it is not in use for other purposes. Changing facilities, including showers, will be nearby.

The CIB is adjacent to a six-year roadway construction zone, affecting building access and neighboring traffic. Question:

Will I even be able to get to the CIB, or are they shutting down the Bypass for construction?

Yes and no: There is no doubt we will be impacted by Bypass construction, and there is truth to the rumor that there will be a partial shut-down of the Bypass. The current schedule is to close the Bypass between 3rd Street and 10th Street beginning June 13th and for it to reopen on June 27th. The Indiana Department of Transportation (INDOT) is still working on the detour route.

Keep track of all the progress (pain) on the Bypass throughout construction at <http://indot.carsprogram.org>.

Where's Waldo in the CIB?

You might find your colleagues at their workstations, but maybe not . . . there are a multitude of attractive locations throughout the building for working away from your workspace: Bar-height tables along windows, outside patio, conversation areas with soft seating, small meeting rooms.

Will there be enough meeting space in the CIB?

CONFIRMED: The CIB has substantially more meeting space than current UITS facilities.

However, there will be fewer meeting rooms that can comfortably accommodate very large meetings (meetings with 15-plus attendees).

In the CIB, only one room (Multipurpose Room B) will routinely be available for these very large meetings. The Living in Community team inventoried reoccurring meetings that meet these criteria, and believes that all of the meetings can be accommodated. However, some meetings may need to change dates and times.

In order to plan for this transition, the Living in Community team will work with the administrative assistants team to begin identifying appropriate locations for meetings with 15 or more on-site attendees.

Stay tuned for an update on how meetings will transfer to the new meeting rooms.

*I've heard I can park my bicycle *INSIDE* the CIB. Is this true?*

CONFIRMED!

You'll be able store your bike in the CIB basement where there will be space for up to 34 efficiently parked bicycles in a dedicated room secured by cardkey. You'll also be able to use convenient nearby showers and temporary locker space.

Will we have a new building address for the CIB?

CONFIRMED!

The street address for the CIB will be:
CIB
2709 East 10th Street
Bloomington, IN 47408

The WCC phone (812-855-9255) and fax (812-855-8299) numbers will transfer to the CIB, as will the OVPIT Suite reception (812-855-4717) and fax number (812-855-3310).

If you've been waiting to order business cards, here's your chance to use the new address!

We'd also recommend that you go ahead and update your address for recurring deliveries, subscriptions, and memberships.

Any mail addressed to the CIB will go to Wrubel (WCC) until August 1. As of August, all mail will arrive at the CIB.

Do you currently work at the Poplars Building, Franklin Hall, Lindley Hall, or at the Wells Library? Building Coordinators will give your building mailroom a list of people moving, and their moving dates.

Expert infoshares: Another communication strategy

Where possible, teams engaged professional experts to present infoshares of practical information and demonstrations.

10th & Bypass
Transportation, parking, roadway, and parking

Clear the Clutter
Pre-move spring clean, archiving, and e-waste, with Office of University Archives and IU Policy and Security Office

Print, Scan, Fax
Background on print-release technology and document maintenance solution

Safe Lifting
IU Environmental Health and Safety staff on techniques for lifting UITS packing boxes.

A4

Furniture Evaluation

Indiana University Bloomington																																																		
IU Cyberinfrastructure Building #20005509 November 2010 Evaluation Sheet for workstation mock-ups																									Name of Party Preparing Evaluation: Email Address:																									
Please evaluate each category by circling an appropriate number- 1 being least acceptable and 10 being most acceptable.																																																		
	Vendor 1										Vendor 2										Vendor 3										Vendor 4										Vendor 5									
Aesthetics	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10
Function	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10
Construction	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10
Features	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10
Environmental Aspects	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10
Application	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10
Ergonomics	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10
Flexibility	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10
Total Score																																																		
General Impressions/Additional Comments																																																		
My overall impression of product is:																																																		
The best thing about this product is:																																																		
The worst thing about this product is:																																																		
This product is unique because:																																																		
This presentation helped me better understand this manufacturers product:	yes or no										yes or no										yes or no										yes or no										yes or no									
Does this product stand out to me and does it feel right for CIB:	yes or no										yes or no										yes or no										yes or no										yes or no									

A5

Move-in Checklist

CIB individual staff move-in checklist

Save this file to your computer, and check off each item as you complete it. For more details, see the following move-in background information.

Move assessment

- ☐ Complete the required move assessment by Monday, June 6:
<https://cib.uits.indiana.edu/Welcome.aspx>

Phone

- ☐ If you haven't replaced your phone with a UniCom VoIP phone, schedule an appointment with Jennifer Van Horn (jvh@indiana.edu) or Mark Spencer (maespenc@indiana.edu) to get this done in advance.

Planning your CIB space

- ☐ Plan for new file/drawer/desk space (see specs at: <http://go.iu.edu/xl>).

Books/magazines/paper/electronics

(For details, see: <https://www.indiana.edu/~cibinfo/data/cleanup.php>)

- ☐ Recycle paper you won't be taking with you, and separate sensitive documents for secure disposal.
- ☐ Turn in electronic items you won't be taking with you. Record asset tag numbers on forms provided on the CIB intranet and at most drop-off sites; adhere form before placing at Clear the Clutter e-waste drop-off sites.
- ☐ Donate books and magazines that others can use to our planned common library (collection boxes are located next to paper drop-off sites).

Packing

- ☐ Get your new CIB floor/wing color and desk number from your supervisor.
- ☐ Make sure your packing crate label color matches your CIB floor and wing, and has your name and your desk number.
- ☐ Tag electronics you will be leaving behind but need up until the last day at your old location; orange stickers will be available at Clean the Clutter drop-off sites.
- ☐ Take home anything that is not moving to the CIB before you leave work the Friday of your move; do not use the moving crates provided to take items home.
- ☐ Take home plants temporarily (too fragile for the movers).

Move-out day

- ☐ Finish packing before you leave work on Friday; your computer and packed items will move over the weekend.
- ☐ Plan on not returning to your old space after you've moved; access to your old building will not be possible after 5:30pm on the day of your move.

Move-in day

- ☐ Make sure your computer and phone are working.
- ☐ Empty crates and return quickly to pick-up stations on each floor so they can be re-used by others.
- ☐ Document anything damaged for later reporting.

Out-of-office on move-out or move-in

- ☐ Request a container in advance from you floor rep so you can pack prior to leaving.
- ☐ Make container unpacking arrangements with your floor rep and manager so empty crates can be returned.

CIB move-in background information

Move assessment

Contact: bigm@oncourse.iu.edu

- A completed move assessment is required for all staff moving into the CIB.
- The assessment will pose questions such as “Will you be around during the move?” and “Will you need a new monitor?” to get a sense of your individual needs.
- *The submission deadline is Monday, June 6.*

Phone

Contacts: Jennifer Van Horn (jvh@indiana.edu, 6-3883) or Mark Spencer (maespenc@indiana.edu, 5-3098)

- Learn more about UniCom at: <http://unicom.iu.edu>
- All UITs staff must migrate to UniCom Enterprise Voice by August 1.
- Windows users will have a USB phone.
- Mac and Unix users will have an IP phone.
- Place your phone and computer equipment together for the move.
- Each floor will have a few analog phones for emergency purposes.
- All conference rooms and focus booths will have an IP phone.

Planning your CIB space

Contact: Jacob Farmer (jpfarmer@indiana.edu, 6-0186)

- Feel free to personalize your space, but keep it consistent with the new building.
- We will have common refrigerators, microwaves, printers, and coffee pots.
- Desk storage space may be less than what you have in your current workspace – verify the specs in the Clear the Clutter handout at: <http://go.iu.edu/xl>
- Everyone will get a new desk lamp and chair (and you will have the opportunity to choose your chair).

Books/magazines/paper/electronics

Contact: Susan Coleman Morse (colemans@indiana.edu, 5-3760)

- The collection phases and drop-off processes – from collecting reusable publications and handling general recycling to shredding, scanning, and archiving – are described in the handout at: <http://go.iu.edu/xl>
- Be sure to wipe any hard drives for equipment you are recycling – for details, see: <https://www.indiana.edu/~cibinfo/data/cleanup.php#cleanup>
- Use an asset tag for electronics.

Packing

Contact: Your building coordinator; see: <https://kb.iu.edu/data/bawk.html>

- If you don't use it, own it, need it, like it, want it, covet it ... then don't pack it.
- Packing crates will arrive in your current building 4-5 days before your move.
- Don't lift packed crates. Pack it on the floor and stack an empty on top if you have more than one. If you foresee needing more than two, start with a roller underneath the first.
- Make sure your label color matches your CIB floor and wing, and has your name and your desk number.
- Mark any computer hardware and peripherals that is NOT moving with the orange dot stickers.
- If you don't know your CIB floor, wing, or desk number, ask your supervisor.

Move-out day

Contact: Your building coordinator; see <https://kb.iu.edu/data/bawk.html>

- Don't plan to return to the old space after you've moved (the building will be locked).

- New key cards will be distributed to everyone prior to the move.
- Everything needs to be packed in moving crates (not bulging).
- All items need proper color-code labels marked with your name, and your office number.
- Movers will take care of your computer equipment and phone.
- Take your plants with you.
- Bid fond adieu to your old location by 5:30pm and enjoy the weekend!

***Note: If you would like to move your own things before your move date, you can do so any day in August except Saturdays and Mondays – but you need to be completely moved prior to your building's scheduled move date.*

Move-in day

Contact: bigm@oncourse.iu.edu

- HELPnet will be onsite to help with connecting to printers and other tech set-up issues.
- The Big M Team will have personnel on site to help answer any questions you may have.
- Unpack your crate and return it to the collection point.
- Check all of your packed items to ensure they arrived.
- Make a note of any items damaged in transit, and notify the M Team immediately.
- Make sure everything works, especially your computer and your phone.

Out-of-office on move-out or move-in

Contact: Alan Walsh (alwalsh@indiana.edu, 6-5128)

- Meeting spaces are moving.
- Access cards will change.
- This summer's "Get to Know the CIB" InfoShare will provide details.

Final notes

- If you have questions, send them to bigm@oncourse.iu.edu.

A6

Media Attention

Cyberinfrastructure Building in the News

"Indiana University Cyberinfrastructure Building." 50x50 american-architects Review. April 8, 2013. <http://go.iu.edu/7Wa>

"2012 Design Awards Announced." Virginia Society AIA, September 7, 2012. <http://go.iu.edu/7W8>

"WELCOME TO THE CYBERINFRASTRUCTURE BUILDING (CIB)." UITs News, October 27, 2011. <http://go.iu.edu/81N>

"Indiana University Dedicates New Cyberinfrastructure Building." Indiana Intellectual Property and Technology Blog, November 10, 2011. <http://go.iu.edu/81J>

"IU Dedicates Cyberinfrastructure Building" (video). WTIU News, Oct 12, 2011. <http://go.iu.edu/81O>

"McRobbie, dignitaries dedicate IU's 'greenest' building, tech headquarters." IU Home Pages, October, 2011." <http://go.iu.edu/81L>

"IU to dedicate new Cyberinfrastructure Building." Chicago Post-Tribune, October 12, 2011. <http://go.iu.edu/81G>

"IU Dedicates Cyberinfrastructure Building." Indiana Public Media, October 12, 2011. <http://go.iu.edu/81K>

"IU dedicates new Cyberinfrastructure Building." WTHR.com, October 12, 2011. <http://go.iu.edu/81H>

"SmithGroup's \$37m Cyberinfrastructure Building opens at Indiana University." World Architecture News.com. <http://go.iu.edu/7W6>

"IU Cyberinfrastructure Building to Support Mission of Entire University." HPC Wire, April 29, 2010. <http://go.iu.edu/81M>

"New Cyberinfrastructure Building to serve as gateway to Bloomington's growing technology park." IU Media Relations news release, April 27, 2010. <http://go.iu.edu/81P>

Acknowledgements

The Cyberinfrastructure Building has been a long time in coming.

We began to outgrow our UITs digs in the Wrubel Computing Center complex and our rented spaces around the campus when Myles Brand was IU's president. As IT at IU grew in scope, staff quarters became insufficient and fell into poor repair. Today, thanks to the sustained efforts of many groups and individuals, the CIB meets the needs of Indiana University and our contemporary IT workforce.



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Site visit hosts

Indiana

- Eli Lilly and Company

Silicon Valley

- Yahoo! Inc.: Kim Capps, George Kreitem, and Aida La Chaux
- Google Inc.: Shannon Madison
- Cisco Systems, Inc.: Dan Stanberry
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The Co-creating Change teams (See [Appendix A1](#))

Other University Information Technology Services staff

- Mike Boyles
- Chris Eller
- Becky Markland
- Jeff Rogers
- Tim Ware
- Sue Workman

Contributors to Co-creating Change

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- Vince Cannon
- Jay Hagenow
- George Stevens
- Ralph Zuzolo

Dr. Ida videos

- **Marcia Dangerfield:** Dr. Ida Towrecker
- Tim Miller: Producer, director, scriptwriter
- Joe Stone: Audio engineer

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Detail from Nicole Jacquard, "Green House"

