



PRESS RELEASE

ADVISICON
2013



WELCOME TO 2014



Microsoft updated their operating system in 2012. In 2013, they updated their Windows based software.

As of the last couple years, Microsoft has been pushing forward new developments in mobile. The Windows 8 operating system has been conceived as a mobile first interface. Having taken the cue from competitors like Apple and Android, Microsoft is distributing software as downloadable apps (and seems to be [integrating the stores into a single marketplace](#)).

[HTTP://CHNGCS.CC/1](http://CHNGCS.CC/1)

Microsoft's partnership with (and all but certain acquisition of) Nokia has resulted in a [smartphone with the best camera on the market](#). With the 2012 release of the [Surface](#), Microsoft is even making mobile hardware now.

[HTTP://CHNGCS.CC/2](http://CHNGCS.CC/2)

[HTTP://CHNGCS.CC/3](http://CHNGCS.CC/3)

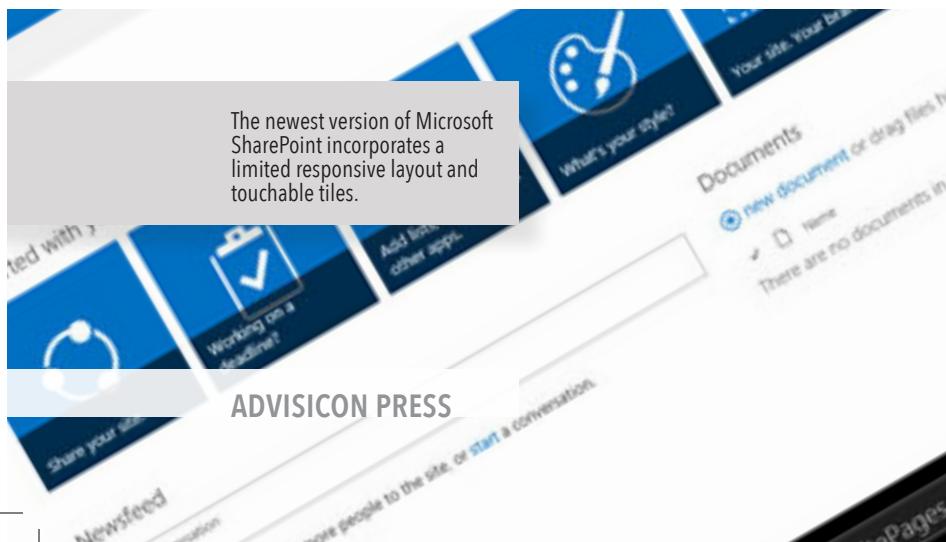


It seems that Microsoft has caught on: mobile is the future.

Among the updated Microsoft software products are Project, Project Server, and SharePoint. The graphical user interface of each of these has been aligned to Windows 8 (aka, "Metro"). While the majority of the power in these applications is still currently housed in the desktop arena, each of these products are becoming more and more mobile aware.

In order to remain relevant to the Microsoft project management community, we need to produce new editions of our books with new content. We need to cover the newest features available in each product, and we need to come up with solutions to the [deprecated features](#).

And we need to do this knowing that Microsoft's presence in mobile is increasing.



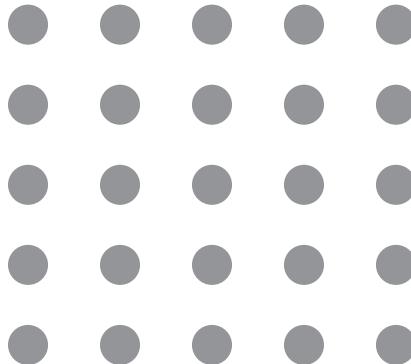
Microsoft Project 2013 makes use of clean lines, flat colors, and plenty of whitespace to convey information.

Get rid of old furniture
Find realtors
Find out storage space
Find house
Storage sale completed
House completed
Furniture completed

MEET THE MODULE

[HTTP://CHNGCS.CC/6](http://CHNGCS.CC/6) With mobile in mind, we are modularizing our content. We are separating our books into chunks we are calling "Modules." Each of these modules (a rough equivalent to chapters in our previous books) should ultimately be able to stand on their own.

Modules are concise, focused on a topic, and independent. Modules increase our ability to be quick, adaptive, and iterative.



Modules are discrete units of information that dive into a specific subject.

Modules are stored nonhierarchically.

We can distribute just one module and solve a specific customer need. We can use multiple modules to address more comprehensive concerns while continuing to focus on the needs at hand. Books become collections of modules, and an update to a single module updates each book that uses that module.

Nobody knows our customers better than our customers do. With access to modularized content, our customers gain the power to customize the solutions they receive.

Need to train the client on schedules in Project Server? With modularized content you can use the **Scheduling** module and the **Finalizing a Schedule** module, maybe toss in the **Tracking and Approval Management** module for good measure. Just need to make the case for Project Server as an Enterprise Project Management tool? Use the **Program to Portfolio Management with Project Server** module.

Still, a module is a guide, not a course. No single module, book, movie, video, or robot can yet replace the efficiency of an expert educator in facilitating knowledge transfer.

[HTTP://CHNGCS.CC/7](http://CHNGCS.CC/7)



THE STATE OF MODULARIZATION

As of October 2013, the manuscripts of each of our 2010 books have been modularized.

Now, this doesn't mean that our 2010 books are ready to be treated as full modules themselves. Each book has been split up by chapter, and each chapter has been converted to Microsoft Word format. However, the modules don't stand alone. They don't make sense outside of the context of the book.

Since the 2010 content needs the context of the book in order to be sensible, each module has been confined to its own book's siloed document library. That means that despite similar, repeating content from book to book, an update to one doesn't update all. That makes iteration expensive.

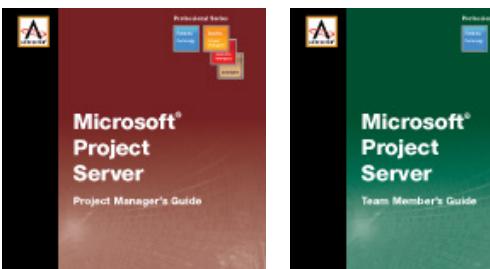
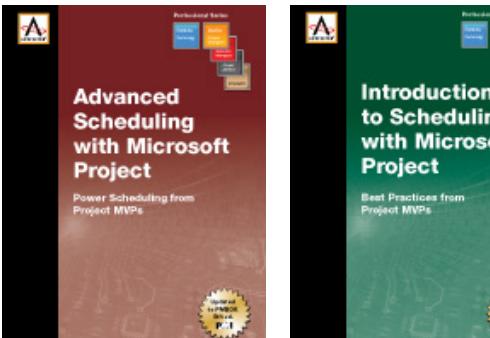
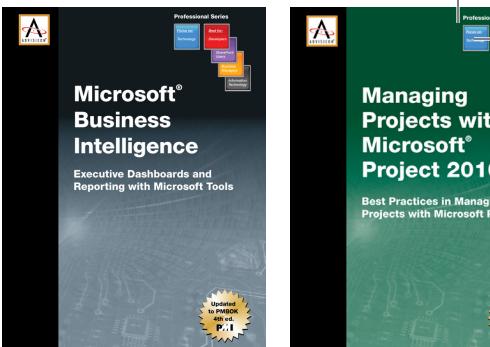
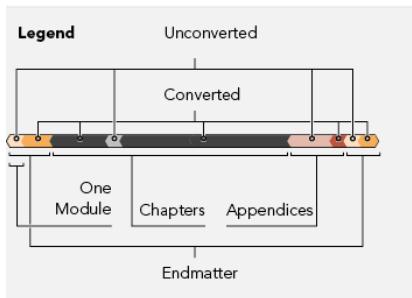
Our 2010 books aren't sharing. Our 2013 books will.

The modularized 2010 books are:

- [Microsoft Business Intelligence](http://CHNGCS.CC/8)
- [Microsoft Project Server 2010: Administrator's Guide](http://CHNGCS.CC/9)



- Introduction to Scheduling with Microsoft Project
- Advanced Scheduling with Microsoft Project
- Microsoft Project Server 2010: Administrator's Guide
- Microsoft Project Server 2010: Project Manager's Guide
- Microsoft Project Server 2010: Team Member's Guide
- SharePoint 2010 for Effective Project Management
- Microsoft Business Intelligence
- Mastering Requirements Gathering
- Practical Project Management
- Making Effective Business Decisions with Project



We finished breaking the existing books into modules and converting the manuscript to Microsoft Word in October.



- [Microsoft Project Server 2010: Project Manager's Guide](http://CHNGCS.CC/A)
- [Microsoft Project Server 2010: Team Member's Guide](http://CHNGCS.CC/B)
- [SharePoint 2010 for Effective Project Management](http://CHNGCS.CC/C)
- [Making Effective Business Decisions Using Microsoft Project](http://CHNGCS.CC/D)

In addition to the 2010 books, we've also modularized our two methodology books.

- [Mastering Requirements Gathering](http://CHNGCS.CC/E)
- [Practical Project Management](http://CHNGCS.CC/F)

MODULAR STRUCTURE

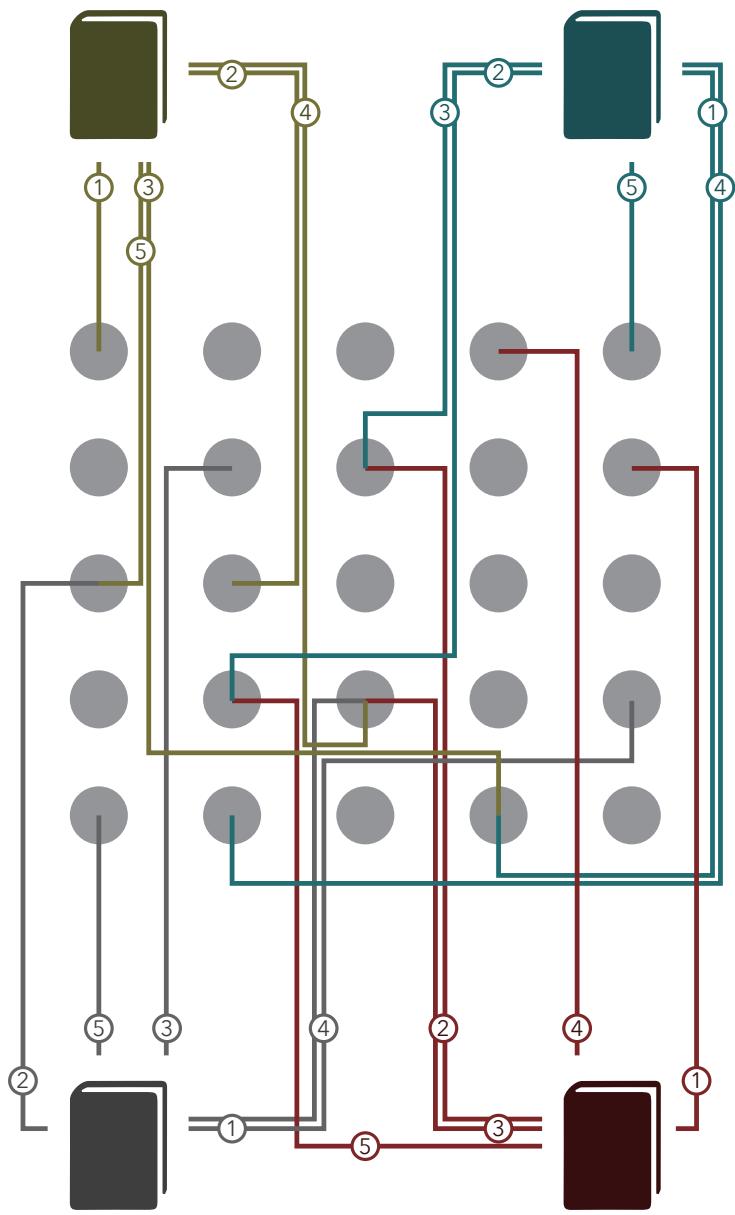
The state we're moving to will allow us to keep all of our modules in a single collection. Books will live outside of the collection of modules and will be built by referencing and ordering.

[opposite]

Modules exist as independent units. This enables them to be mixed and matched to make an enormous variety of books.

Each book is made up of a collection of modules in a declared order.

Or, to describe the structure of a book built from modules in other words: the



modules will all live in one place. We make a book by declaring,

1. Which group of modules will make up the content of the book, and
2. The order each of those modules within the group will appear.

The implications of this approach are both the enormous strength of modularization and the weakness.

By building a new book from an ordering of modules, we greatly speed up the time it takes to create a new offering. With modularization, the cost of customizing the selection of content for any particular customer falls dramatically.

Additionally, as we update a module we are automatically updating every book the module appears in. Modules give us the ability to much more easily keep our books up to date. On the other hand, errors introduced into a module populate to every book the module appears in just as easily as updates.

We have been working on a few books with 2013 content already, however none of the modules within the books are yet ready to be considered discreet modules.

The modules are not yet able to stand on their own. As we move into the 2013 Vault, we'll be refining the modules we have to take full advantage of the new module structure.

SCREENSHOTS IN 2013

We are using a slightly different process to capture screenshots in Microsoft's new 2013 suite of products. Luckily, the process isn't too difficult.

We've created [Screen-Capture Guidelines](http://CHNGCS.CC/G) for our authors and Jesse, our screenshot extraordinaire. The guidelines serve to provide some context for the final use of the screenshots and to provide a list of best practices to keep our screenshots looking legible and consistent.

[HTTP://CHNGCS.CC/G](http://CHNGCS.CC/G)

WRITING TEMPLATE

To assist in the modular generation, we've standardized the Microsoft Word [writing template](http://CHNGCS.CC/H) for book creation. Compliance with the template eases our transition of the manuscripts into their final formats

[HTTP://CHNGCS.CC/H](http://CHNGCS.CC/H)



and provides some structure to work within, allowing our authors to focus on the content they need to write rather than the way to make it look.

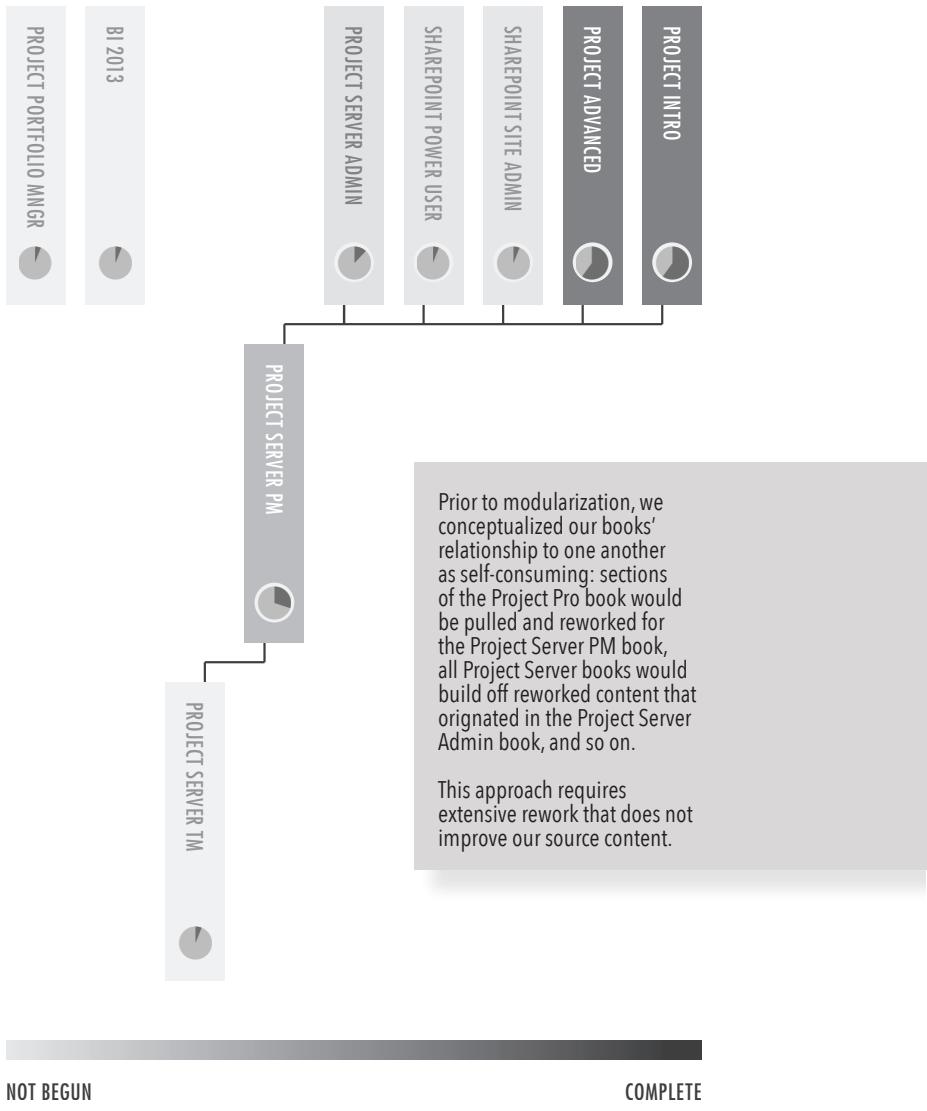
MICROSOFT PROJECT PRO 2013

For our 2013 version of Managing Projects with Microsoft Project, we've begun to separate the content into a book targeted at [advanced users of Project Pro 2013](http://CHNGCS.CC/) and a book targeting [beginning users of Project Pro 2013](http://CHNGCS.CC/).

Preliminary editions of these two books ([Introduction to Scheduling with Microsoft Project](#) and [Advanced Scheduling with Microsoft Project](#)) have been roughly composed.

These books have been a true team effort: managed by Pam Greensky, written in a collaboration between three Project MVPs (Cindy Lewis, Ellen Lehnert, and Tim Runcie), and screenshots contributed by Jesse Phillips-Mead.

In 2014, we will be performing thorough proofreading and full functional reviews in order to ensure the quality of our content is up to Advisicon standards. We



will also work to strengthen the modularization of this content so that we can move it into the 2013 Vault.

MICROSOFT PROJECT SERVER 2013 FOR ADMINISTRATORS

Our fearless leader, Tim Runcie, is spearheading work on the **Project Server Administrator's Guide**. He is focusing his efforts on the [first four modules](#). These first modules will be methodology focused. The methodology modules will provide Project Server administrators with enough of a background in project management thinking to inform their administrative decisions, allowing them to better optimize Project Server for the managers they support.

Several of these modules are likely to appear in the other Project Server 2013 books as well.

MICROSOFT PROJECT SERVER 2013 FOR PROJECT MANAGERS

Cindy Lewis has begun working on modules for the **Project Server Project Manager's Guide**. She has been whip-

ping through writing the content; we've made solid progress on [eight new modules](#) over the past month.

Tim Runcie has contributed first passes of four modules.

[HTTP://CHNGCS.CC/](http://CHNGCS.CC/)

So far, we are covering scheduling, working with views, resource management (in both Project Pro and PWA), working with project sites, preferences, tracking and approval management, program to portfolio management, roles, and Project Server as a project management tool.

This is another authoring project that has been succeeding under the management of Pam Greensky. Jesse Phillips-Mead has been grabbing screenshots. Jesse will also be assisting in a full functional review.





There are many potential new directions for the callout icons.

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A NEW LOOK

As we update our content to support the 2013 products, we are updating the look of our books. We are tightening the layout, creating new icons, and using semantics to facilitate eBook creation.

LAYOUT

We have been cleaning up the layout of our print materials to build trust through transparency. This has meant making hard decisions about what layout choices contribute to knowledge transfer.

ICONS

The callout icons we've been using to indicate Notes, Warnings, and Tips are dated and low resolution. We have been building high resolution versions of the



Notes and Warnings icons and designing a new version of the Tips icon.

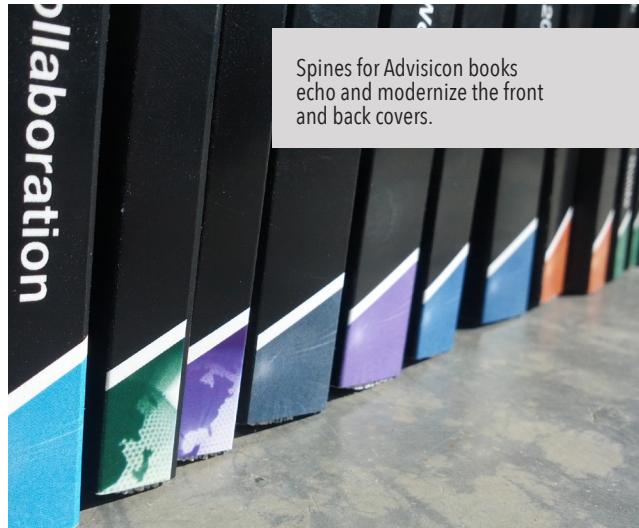


We have also been designing a new callout icon: the Sidebar icon.

- Tips are for bringing attention to information that will make you awesome at performing a task.
- Warnings are for highlighting information that could prove dangerous to successfully completing a task.
- Notes provide extra, neutral information about a task.
- Callouts provide tangential information (stories, case studies, and the like).

SPINES

Moving to perfect bindings, we've designed spines for each of our books.



Spines for Advisicon books echo and modernize the front and back covers.

EBOOKS

Our approach to the 2013 content also takes into consideration eBook formats for final delivery. With eBooks, our production material costs are significantly cheaper (at just the cost of digital storage), we are able to cut our shipping costs (by delivering digitally instead



```
# Remove redundant bullet
@object.xpath('//ul/li/span[contains(@class, "list-item")]').each do |li|
  if span.content =~ /\n/
    span.remove
  end
end

# Remove .paragraph on <p>
@object.css('p.Paragraph').remove_class
# @object.css('p').remove_class(nil) # removes all classes
# of _all_ classes on <p>. I'd like to
# attribute from elements when the class
# is explicitly defined

# Remove p.graphic-holder placeholders
@object.css('p.graphic-holder').remove

# Add .book-image to <img> figures
@object.css('img').each do |img|
  img.add_class('book-image')

  # Add figure--no-border-- class to p.figure
  # figure_text = ol.at_css('li.figure')).each do |li|
  # ol.remove
  # p wrap figure_text
  # figure_text.wrap('p')

  # Return the (now)
  # object
```

The default eBook output generates a lot of unnecessary tags and classes (making for an ugly product).

We're cleaning that up.

ADVISICON PRESS

of physically), and our shipping speed is dramatically increased (a shift from days to seconds).

Due to their digital nature, eBooks offer a few additional advantages.

HYPERLINKS

Hyperlinks are the fundamental user interaction element of the internet age. Nearly all eBook readers today support the hyperlink concept.

being calculated based on the resources assigned.

For a more detailed discussion of Task Types, refer to the Advisicon books [Introduction to Scheduling with Microsoft Project](#) and [Advanced Scheduling with Microsoft Project](#).

Semantic markup allows crossreferences and urls to be converted to hyperlinks in digital output.

Building a Team of Resources

based on the resources assigned.

For a more detailed discussion of Task Types, refer to the Advisicon books [Introduction to Scheduling with Microsoft Project](#) and [Advanced Scheduling with Microsoft Project](#).

Building a Team of Resources

As a project manager, you need to build a team for each task.



being calculated based on the resources assigned.

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Building a Team of Resources

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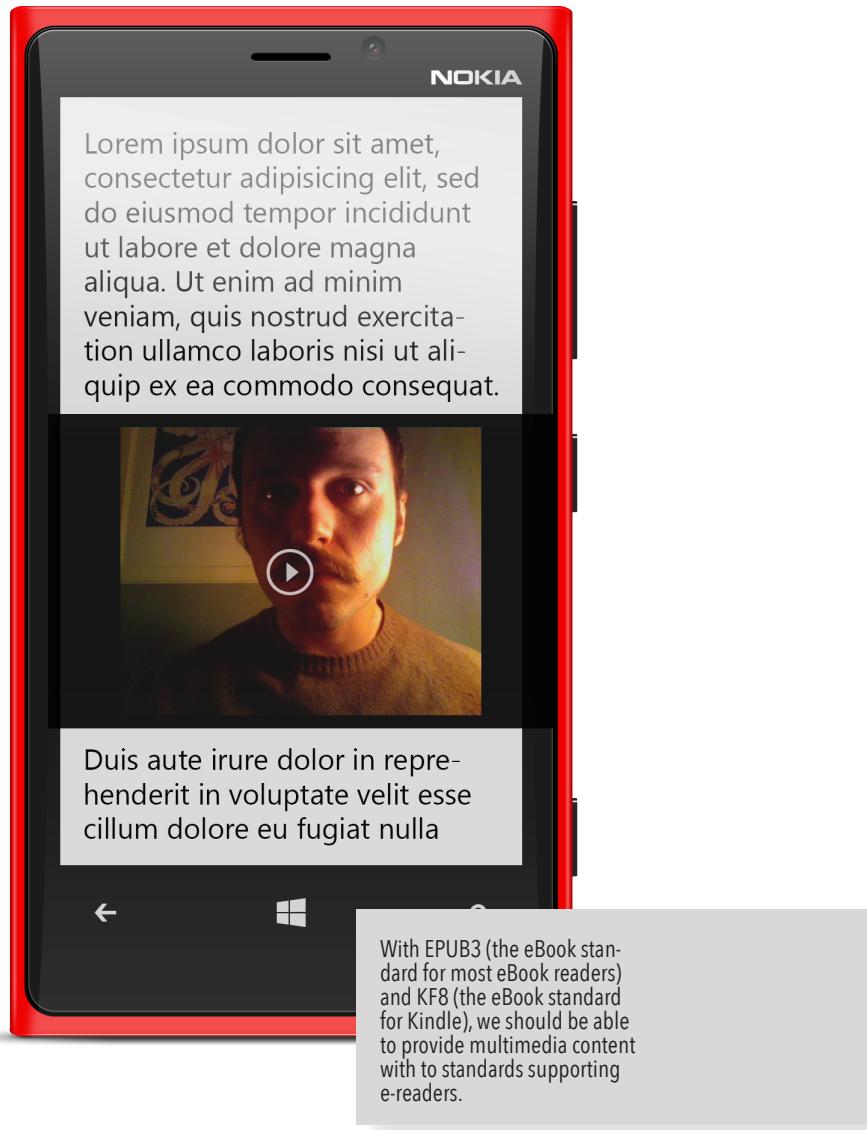


We can use hyperlinks to aid our readers' ability to skip to the content they want by making the Table of Contents interactive. We can also reference other sections of content. If the reader would like to learn more, they can skip to the relevant section or be brought to an online store to purchase the relevant module.

MULTIMEDIA

With EPUB3 and KF8, the newest eBook reader engines support HTML5 and CSS3.

That means we can start creating more complex user interaction within supported eBook readers. We can begin inserting Scalable Vector Graphics, native audio, and native video.



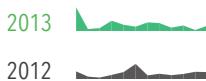
SALES

We had a wonderful outlier in January: a high count and high sales. Since then, things have been slower, but (with the exception of November) relatively steady.

The highest count performers were beginner's books: PPM, Project Pro, and Project Server Team Member.

Product count sold per month in 2013 compared to 2012.
[below]

[right] Percentage of revenue by book type.



ADVISICON PRESS

A funnel diagram illustrating the flow of data from various sources into a central processing stage. The funnel is composed of several colored segments: red at the top, followed by blue, black, magenta, and green. A white circle containing a percentage sign is positioned above the funnel's opening. Below the funnel, four colored pipes (red, blue, black, and green) converge into a single white pipe. The red pipe is labeled "Advanced PM". The blue pipe is labeled "SP, MSFS Admin". The black pipe is labeled "BI". The green pipe is labeled "Beginner PM" and "MRG, Access". A small icon of a person sitting at a desk is located near the bottom right of the funnel.

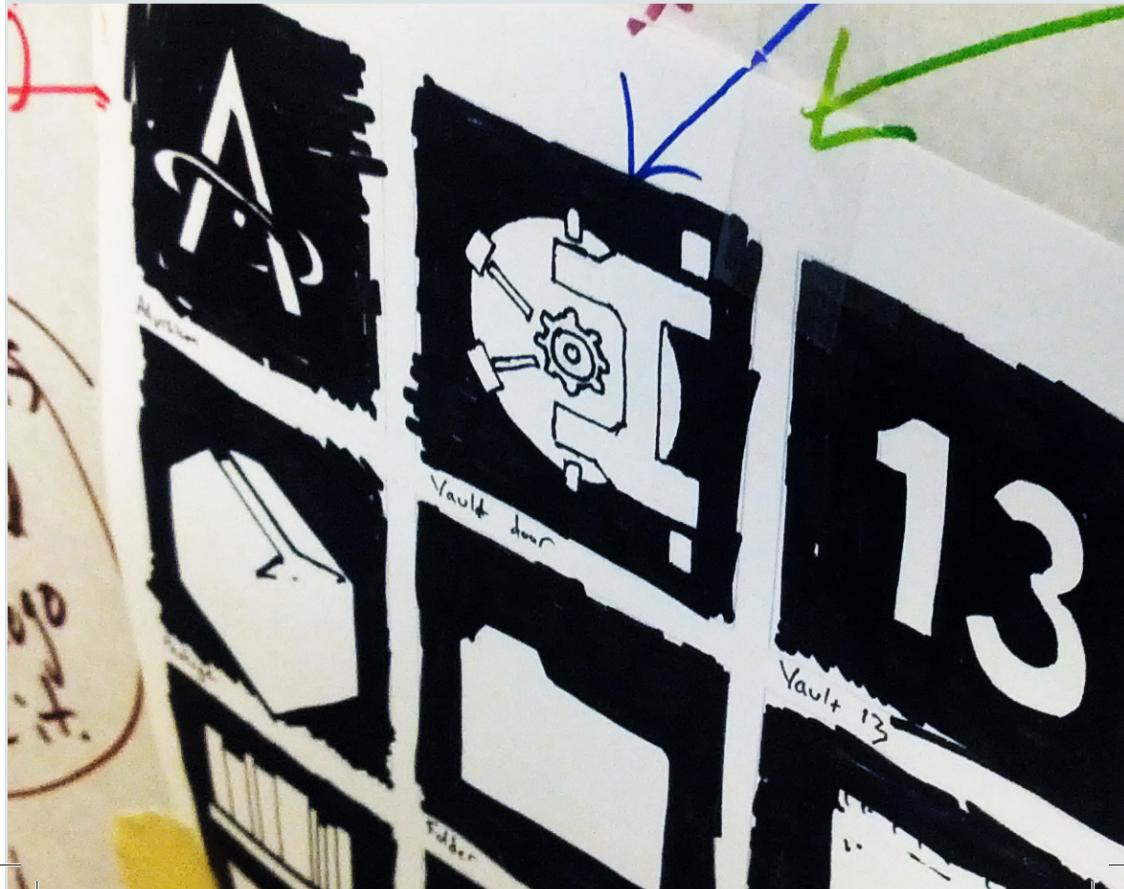
%

Advanced PM
SP, MSFS Admin
BI
Beginner PM
MRG, Access

THE VAULT

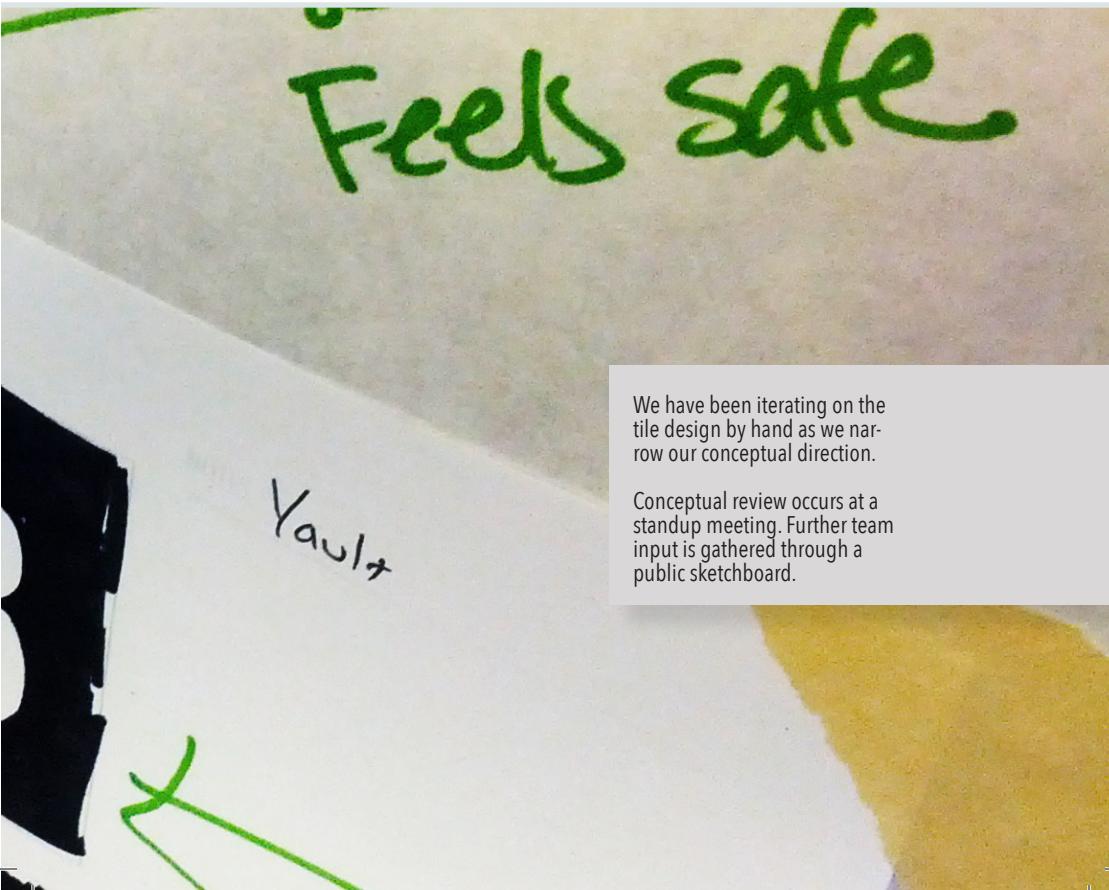
Tye Trepanier and Jesse Phillips-Mead are leading the upgrade of our internal SharePoint install to SharePoint 2013. Press is designing the tiles that will be used for the initial touch point with our in-house deployment.

Now that Jesse and Tye have finished setting up the all of the sites, Press will begin migrating data from



2010 to 2013. In doing so, we'll be working to push the Vault to its limits. By stressing our implementation of SharePoint 2013, we can discover weaknesses in our implementation to address. This will improve the quality of the product we both provide to our customers and use in-house.

In the meantime, the materials ordering process continues to be refined.



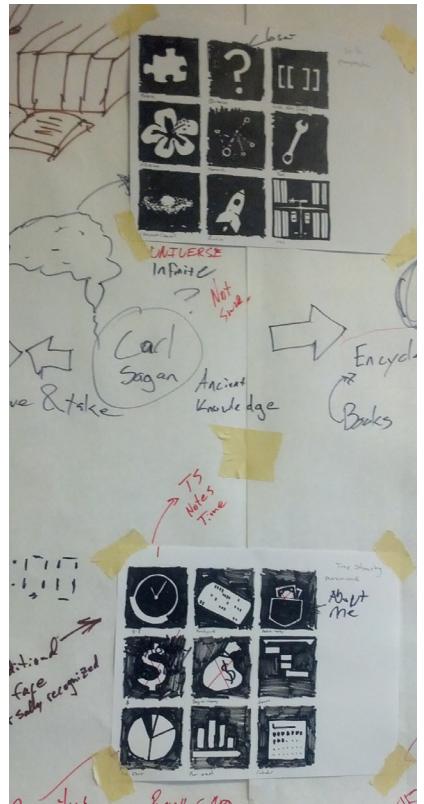
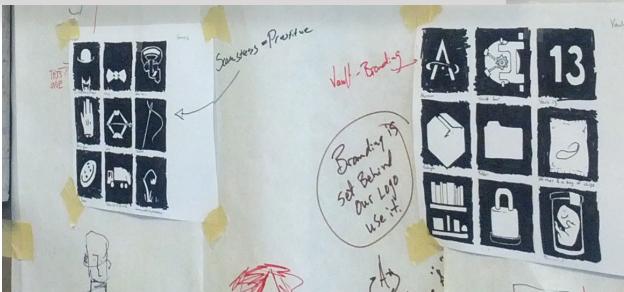
Feels safe

We have been iterating on the tile design by hand as we narrow our conceptual direction.

Conceptual review occurs at a standup meeting. Further team input is gathered through a public sketchboard.



A public sketchboard allows us to gather more input than we'd get in a single working session. It also provides visibility into our process.



PEER TRAINING

Already, Press has had the opportunity to train peers at Advisicon on some ways to use SharePoint 2013. We've come up with a method to display custom graphics and descriptions in the [promoted links lists](#).

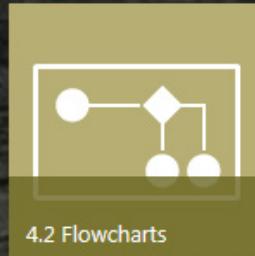
[HTTP://CHNGCS.CC/O](http://CHNGCS.CC/O) We've also produced an [internal training video](#) for

[HTTP://CHNGCS.CC/M](http://CHNGCS.CC/M) the [materials ordering](#) process. This has lead to an increased rate of internally placed orders through the online system.

Press



4.1 Books



4.2 Flowcharts



4.3 CDs

```
class Program  
  def initialize(arg)  
    @arg = arg  
  end  
  def run  
    puts @arg  
  end  
end
```

4.4 Software

You can display custom graphics via the out of the box promoted links lists.

Newsfeed

How to Enter a Materials Order

The screenshot shows a software application window titled "How to Enter a Materials Order". The main area displays a grid of data rows, likely a database or spreadsheet. On the left, there is a sidebar with various menu items such as "Home", "About", "Help", "File", "New", "Open", "Save", "Print", "Exit", "File", "Edit", "View", "Tools", "Help", and "About". A play button icon is visible in the bottom left corner of the screenshot area.

The How to Enter a Materials Order tutorial video is on the front page of the 2010 Vault.



WEBSITE

Press is engaged in the redesign of our current website. We are making use of a user focused design process to identify and construct user stories.

WEBSITE 1.0

We've managed to make a number of improvements to our current website over the past year as well.

CITRIX INTEGRATION

In the current version of our website, Press has integrated the new merged Citrix accounts (GoToTraining, GoToMeeting, and GoToWebinar) with our listed [courses](#).

[HTTP://CHNGCS.CC/P](http://CHNGCS.CC/P)

FACEBOOK

Our store is now [integrated with facebook.com](#). Customers can view an up to date listing of our products and skip directly to the product page so that they can learn more, see detailed images, and place purchases.

[HTTP://CHNGCS.CC/O](http://CHNGCS.CC/O)

The screenshot shows a Facebook store page for 'Advisicon'. At the top, there's a navigation bar with a 'f' icon, the store name 'Advisicon', a search bar, and user information 'Home 20+ Jeff'. Below the header, there's a 'Liked' button and a 'Promote Page' button. The main content area displays several book covers from the Microsoft Project series:

- Advanced RACI Chart** (\$35.00 USD)
- Managing Projects with Microsoft Project 2010** (\$75.00 USD)
- Microsoft Office Project Server 2007** (\$75.00 USD)
- Microsoft Project Server 2010** (\$75.00 USD)
- Requirements Gathering in the Project Management Lifecycle** (\$20.00 USD)
- Grover Park George ON ACCESS** (\$14.99 USD)
- Managing Projects with Microsoft Project 2010: Best Practices in Managing Projects with Microsoft Project** (\$75.00 USD)

A large blue circle highlights the central book cover for 'Managing Projects with Microsoft Project 2010: Best Practices in Managing Projects with Microsoft Project'. This book cover features the title in white text on a dark green background with a circuit board pattern at the bottom. To the right of the book, a price of '\$75.00 USD' and a 'Add to Cart' button are visible. Below the book, a text box states: 'Learn how to use Microsoft® Project 2010 to build, optimize and manage projects effectively.'

At the bottom left of the main content area, a message box says: 'Facebook is now integrated with the Advisicon Store.'

The Class

This book is an excellent accompaniment to [our public course on the same topic](#).

Effective Use of Microsoft® Project 2010

The Third Edition of *Managing Project with Microsoft Project 2010* covers the [following topics](#):

- Leveraging Technology for Project Management
 - Project Management as a Discipline
 - Projects More Likely to Fail
 - Project Lifecycle Management
 - Resource Management

FORM IMPLEMENTATION

[HTTP://CHNGCS.CC/R](http://CHNGCS.CC/R)

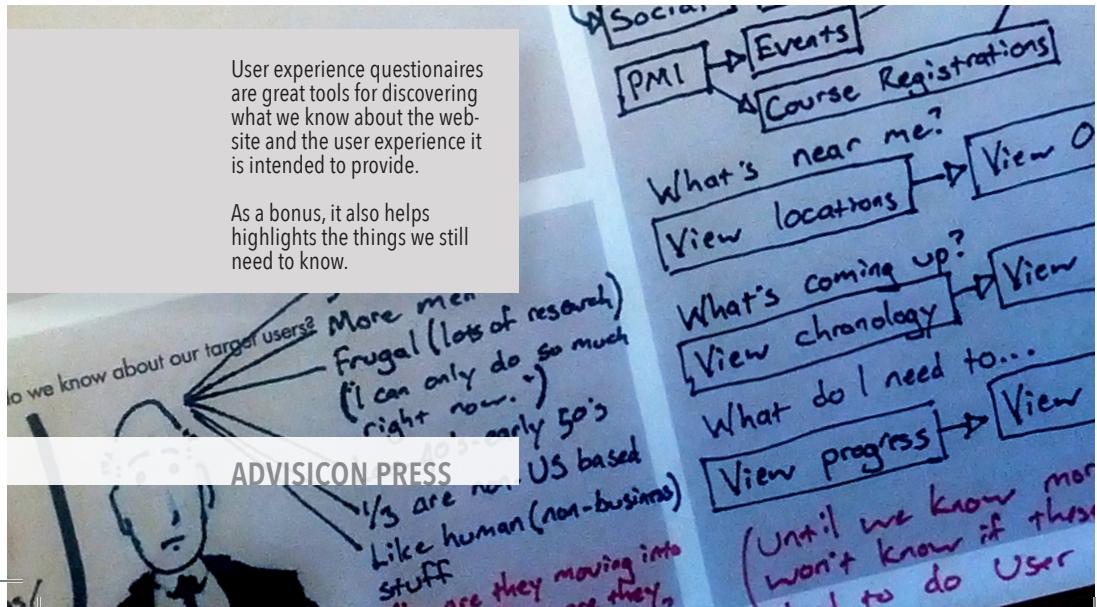
In cooperation with Chetan Patel from our Products division, we've implemented an aspx form that takes contact information from people who are interested in our Project Online trial.

SPEED IMPROVEMENTS

By cleaning up the markup, we've decreased page load time by 300%.

WEBSITE 2.0

We are initiating Advisicon's second iteration of website with the identification of user questionnaires, user stories, and responsive design methodologies.



(RE) BRANDING

Under Kristin Raglione's leadership, we been working on building our brand.

POSTERS

As part of our branding initiative, we've run three poster campaigns to think about our identity, pick an identity, and build ownership of our identity.

IDENTITY WORDS

The first step of building our brand was to identify a small set of words that were candidates for the identity we want Advisicon to have.



To let the identity words sink in, the Identity Word campaign posted definitions of each of the candidate identity words.

COLLABORATIVE

col-lab-o-ra-tive

/kə'labərətiv/

adjective or noun

To work with another person or group in order to achieve or do something.

DEDICATED

ded-i-cat-ed

/'dedikətid/

adjective

Having very strong support or loyalty to a particular group, cause, etc.

IDENTITY WORDS DEFINED

TRUST

trust

/trəst/

noun

Belief that someone **ADVISICON PRESS** something is reliable, good, honest, effective, etc.

COMMITMENT

com-i-mit-ment

/kə'mitmənt/

noun

A promise to be loyal to someone or something.

The six words we considered for our identity were: collaborative, dedicated, excellence, trust, commitment, and quality.

DICATED

rong support
o a person,
etc.

WORDS DEFINED

AMITMENT

ent

be loyal to
something.

EXCELLEN

ex·cel·lence
/eksələns/
noun

Very good of its kind. Emi-
nently good. First-class.

IDENTITY WORDS DEFINED

QUALITY

quali·ty
/kwälətē/
noun

A high level of value or
excellence.

TRUSTIFY

As an organization, we decided that the identity we wanted to pursue was “Trust.” The Trustify campaign promoted our new identity to our employees, helping the members of Advisicon internalize the direction we are going.

To do this, we created a series of 17 questions to inspire and build trust internally. Each question encouraged self-reflection in our daily internal communications.

DID YOU REALLY
COMMUNICATE?

TRUSTIFY

IS THAT JUST
DONE OR IS IT
QUALITY?

TRUSTIFY

DID YOU
HIM RES

TRUSTIFY

WERE YOU
HONEST?

TRUSTIFY

WAS THAT
COMMUNICATION
OR TALKING?

TRUSTIFY

WAS THA

TRUSTIFY

ARE YOUR
PROCESSES
CONSISTANT?

TRUSTIFY

DID YOU SHOW
HER RESPECT?

TRUSTIFY

WAS THA
PRACTIC
PATIENC

TRUSTIFY

WAS THAT REALLY
COLLABORATION?

TRUSTIFY

WAS THAT
HUMBLE?

TRUSTIFY

In all, 17 Trustify posters were
created and posted around HQ.

ARE YOU
DEDICATED?

TRUSTIFY

DID YOU
DISPLAY
HUMILITY?

TRUSTIFY

COULD 1
MISUND

TRUSTIFY

HOW DO YOU
KNOW THAT
THIS CLEAR?

WHEN DID YOU
COMMUNICATE
FACTS?

WAS YO
MESSAG
ENCOUUR

TRUST

Don't
Just
Listen...
Understand

MAKE
SOMETHING.
EVERY

Expertise
=
10000
hours

[The Sage]—
accepts the ebb
and flow of things,
Nurtures them,
but does not own
them”
道德經

Participate!

COLLABO

Parm
Rules

KILL
HARE

Giving

Engage

20%
TIME

↑ ? ↑
[http://is.gd/
TFwbt3](http://is.gd/TFwbt3)

"The best of man is like water,
Which benefits all things, & does not
confound with them,
Which flows in places
that others disdain,
Where it is in harmony
with the Way."

10

Honesty:-

Show appreciation /

10

11

http://
TFWB

1

Communication is bi-directional

Do your

1

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COLLABORATIVE IDENTITY

The latest poster campaign has been Collaborative Identity. We are using the Advisicon identity as a space to work within, finding ways to help each other build trust.

Using Post-It notes and Sharpies, we've been putting up ideas for our colleagues to see.



ADVERTISING

Press has been supporting the advertising initiatives of Marketing with design.

Press has been helping out with a little bit of design over the past year.

These are a few of the projects we've worked on.

le and businesses throughout the enterprise business solutions and Project 2013 help individuals, investments, better manage all types of work, from simple tasks

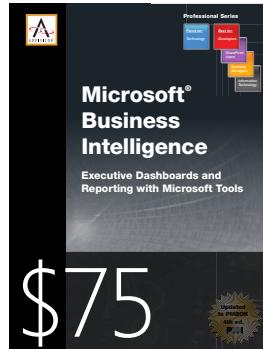
ne and on-premises solutions for IT and everyday work, enabling strategic priorities. Project collaborate with others from point, Project Server and Project teams, departments, and large or rigorous approaches to PPM.



Public Courses available now!

Online & Local

Contact us today
www.Adviscon.com
866-36-ADVIS

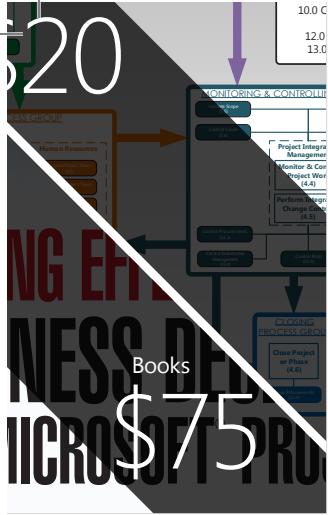


- Adviscon Flowchart
 - *Making Effective Business Decisions Using Microsoft Project Book*
 - One copy of Project Pro 2013
- <http://www.advisconpress.com>

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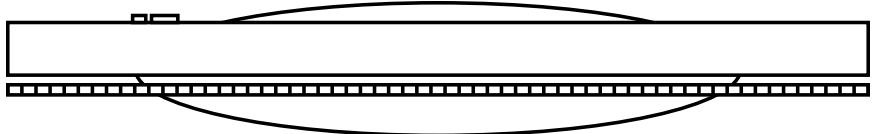
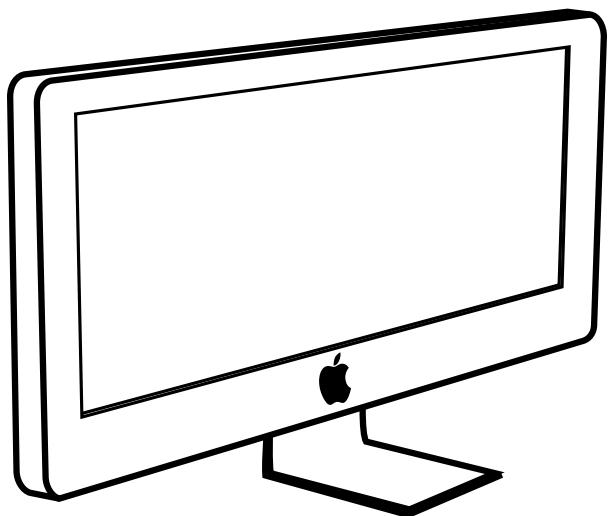


CROSS- FUNCTIONAL SUPPORT

Along with pursuing our major goals, Press steps up to the plate when called upon. We've supported Advisicon's relationship with the Northern Tier Transmission Group by troubleshooting problematic documentation and draft reports.

We have created vector assets for Services to use in
Visio projects.

Some of the vector assets
created for services.



We have written custom CSS to improve the presentation of our SharePoint environments for Colloquium Health and Portfolio 21. Our work for Portfolio 21 has included responsive images, responsive layout, and a fixed width top nav.

```
16     margin-bottom: 40px;
17 }
18 #s4-titlerow .ms-breadcrumb-box {
19     display: block;
20     float: left;
21     width: 877px;
22 }
23 #s4-titlerow #advisicon-search-wrapper {
24     display: block;
25     float: left;
26 }
27 #contentRow {
28     clear: left;
29 }
30 #sideNavBox {
31     margin-right: -200px;
32 }
33 #contentBox {
34     float: left;
35     margin-right: 400px;
36 }
37 #fancyPants-wrapper {
38     width: 360px;
39     overflow: hidden;
40     float: right;
41     margin-left: -400px;
42     margin-right: 20px;
43 }
44 #fancyPants {}
45
46 @media only screen and (max-width: 1679px) {
47     #contentBox {
48         max-width: 1040px;
49     }
50 }
51
52 /* Small screens */
53 @media only screen and (max-width: 1550px) {
54     #contentBox {
55         float: none;
```

Some of the custom CSS created for Portfolio 21. We gave them some fancy pants.

