President’s Message

Tarleton Staff---Are you ready to Move Forward? Staff Council is energized and reporting for duty. At our planning retreat in June my message to Staff Council members was it is time to “Move Forward.” Since that meeting the members haven’t stopped.

Staff Council’s accomplishments already this year include revamping the committee structure, getting more staff involved with committees, adding a new Healthy Campus Task Force, and awarding $8,800 in staff scholarships. A great addition is this newsletter highlighting the staff across campus and keeping us all informed about what’s going on at Tarleton. Another big improvement is Karole Schroeder and Jennifer Barrera’s redesign of the Staff Council website. Take a look at it. It’s fabulous!

I encourage each of you to get involved, voice your opinions and expect great things from Staff Council. Get excited about your university and make this a year to “Move Forward”.

-- Angie

Staff Council Officers

President: Angie Nimmo, Career Services. x. 9078
Vice President: Chad Davidson, Risk Management. x. 9429
Secretary: Abi Freeman, OPEIR. x. 9354
Treasurer: Leah Bartelt, Business Services. x. 9434
Parliamentarian: Melet Price, Physical Facilities. x. 9267
Past President: Jason Jacks, Science & Technology

Staff Council Members

Allison Andrews (3)* Sheila Hawkins (4) Connie Murry (3)
Jennifer Barrera (3) Karen Hooks (7) Angie Nimmo (3)
Leah Bartelt (5) Sharon Iley (4) Christi Pfau (5)
Sherri Boren (4) Jason Jacks (3) Melet Price (6)
Shelly Brown (3) Clifton Jones (3) Cheryl Rhoades (5)
Chad Davidson (3) Linda Kent (3) Maureen Scantling (7)
Nancy Easterling (3) Jim Looby (1) Karen Schecht (4)
Abi Freeman (5) Courtney Maciel (3) Lathes Towns (3)
Susan Gordon (4) Dana Moore (1) Elizabeth Wallace (1)
Sylvia Hampton (3)

*Group: 1 Executive/Administrative, 3 Professional/Non-Faculty, 4 Clerical/Secretarial, 5 Technical/Paraprofessional, 6 Skilled Crafts, and 7 Service/Maintenance

www.tarleton.edu/~staffcouncil/

THANK YOU to all the folks who took time out of their busy days to be featured in this first issue. We couldn’t have done it without you.

News and ideas for feature articles always are welcome!

Contact Ann Pawlak
pawlak@tarleton.edu x.9588

The Staff Council Newsletter is a publication of the Tarleton Staff Council Public Relations Committee. It is published monthly during the university academic year.
Staff Affairs
Chairman: Jim Looby, Student Publications
Co-Chair Sheri Boren, Environmental Services

The Staff Affairs committee is working on several requests from Tarleton staff members and Staff Council. The first is an examination of the current policies and uses of sick time and options for sick and vacation time. The second is a forthcoming discussion regarding costs and payment associated with parking, as well as the policies and costs associated with the use of the Recreation Sports Center. We'll also be announcing times, dates and locations for Coffee with the Council to discuss your issues and concerns very soon.

Public Relations
Chairman: Jennifer Barrera, Library

THANK YOU to committee members who gathered donated items to provide prize baskets to FIVE staff members at the General Assembly. You folks rock!

Committee tasks and responsible people:
- Maintain the Staff Council website (Jennifer Barrera)
- Develop a brochure/flyer to be given to new hires at orientation (Cindy Hess and Larry Smith)
- Publish a monthly staff newsletter (Ann Pawlak)
- Plan for a Student Worker Appreciation Day in the spring (Dale Swindle)

Our goal is to help Staff Council promote information about special services and events available to Tarleton staff.

Staff Development
Chairman: Melet Price, Physical Facilities
Co-Chairman: Susan Gordon, Math Department

The committee has established that the next Staff Development Day would be held on Thursday, May 14, 2009. We chose a theme for that day that fit the direction the committee would like to go: "Professional Development through Team Building, Stress Management, and Knowledge". We also assigned various tasks to committee members present. If you were unable to attend the meeting, don't worry; there is plenty of work to go around! We also discussed staff development at Killeen. Email questions (and offers to volunteer!) to Melet Price mprice@tarleton.edu or Susan Gordon sgordon@tarleton.edu.

Special Events
Chairman: Shelly Brown, Residential Living & Learning
Co-Chairman: Maureen Scantling, Environmental Services

The committee is defining the role it plays as a valued component of the Tarleton staff experience and questioning the purpose of each 2008-2009 event. Our goal is to provide opportunities for interaction and involvement among staff members while fundraising and creating goodwill within the organization. In particular, we are discussing whether we should use the Holiday Showcase primarily as a fundraising event. Opportunities abound for staff members who would like to be involved in special events. We ask you to join us as we refine the committee’s role and adjust our processes to meet your needs.

Employee Recognition
Chairman: Sylvia Hampton, Financial Aid
Co-Chairman: Linda Kent, Information Technology

We have been very busy planning the September 18 Employee of the Year Banquet! This year’s theme is “Tarleton’s Oscar Night.” The Employee of the Month/Employee of the Year program was established in the Fall 1996. Nomination form and instructions are at www.tarleton.edu/~staffcouncil/selection.html. Or request a nomination form from the Employee Recognition Committee at Box T-0310.

Healthy Campus Task Force
Chairman: Sheri Boren, Environmental Services
Co-Chairman: Christi Pfau, Business Services

This new committee will be working with recycling, wellness for all Tarleton employees, and helping the university become “green.” Stay tuned for more news!
For every door that closes, another opens. THANK YOU, retirees, for all you did for Tarleton!

SANDRA COX, Budgets & Payroll  EMA DAVIS, Registrar  BOB DOTY (Rodeo Coach)  KAREN DEFRANCHI, Library
JIMMY HARMON, Facilities Maintenance  MARY HOWARD, Business Services  JIM PACK, Facilities Maintenance

The Staff Council newsletter welcomes your reports and photos of staff events!
Email to pawlak@tarleton.edu
ASHRAF JAFRI, Business Services

If you’re used to talking with Ashraf in Payroll, you will find her now where DeAnna Powell used to sit (and DeAnna is in the office next door). Ashraf’s new title is Accountant/Contracts Administrator. For a while, until her replacement is trained, she will be doing some payroll work while learning her new job (and DeAnna is doing some contracts work and learning her new job). You know how it is.

The flowers are from her husband Dr. Hussein Jafri, professor of economics in the College of Business Administration. He was in Houston on her birthday so he sent flowers. What a great guy!

JOHNNY ROBINSON, Student Leadership

Johnny graduated from Tarleton in 2002, taught world history and coached at Santo ISD for two years, and eventually made his way back to Tarleton to work for Residential Living and Learning. On August 1, he became Director of Student Leadership Programs, which include Duck Camp, Greek Life, and the Student Leadership Certification Program.

Posted outside each Campus Life office is a list of the occupant’s strengths based on responses to a personal assessment. Johnny knows what is important, makes the best use of his resources and — all his student workers agree — is great at relating to people.

DEPARTMENT OF MATHEMATICS, PHYSICS AND ENGINEERING

Well, it was very tempting to use a headline mentioning splitting (atoms) and/or critical mass. But (alas) we decided to play it straight. On September 1st, The Department of Mathematics, Engineering and Physics became two departments: the Department of Mathematics and the Department of Engineering and Physics.

Susan Gordon remains in the Math Office (Room 142) to support the Mathematics faculty. Her department head is Dr. Javier Garza.

And Jeanene Milanek has moved to the Hydrology Building (Room 114) to support the Computer Science, Engineering Physics, Environmental Engineering, Hydrology and Physics faculty. Her department head is Dr. Daniel Marble.
Staff News - August
September, 2008 – New Beginning!

Staff Council Scholarships
$8,800 Awarded

- Andrietta Ackerman, Nursing
- Paul Adam, Web Designer (TCT)
- Sabrina Baker, Dean’s Office – College of Liberal & Fine Arts
- Monica Campbell, Academic Advising Services
- Elaine Chew, Purchasing
- Betti Cryer, Honors Program Coordinator
- Jeremy Damron, Human Resources (TCT)
- Jacob Fain, Head Athletic Trainer
- Susie Fagan, Academic Affairs
- Michael Harper, Athletics/Strength Coach
- Sheila Hawkins, Dean’s Office – College of Science and Technology
- Brandi Haynes, Student Recruiter
- Clifton Jones, Finance & Administration
- Linda Land, Library
- MaryBeth Marks, Transfer Services
- Nathan Schlieman, Assistant Baseball Coach
- Amanda Sims, Academic Affairs
- Dale Swindle, Environmental Services
- Raymond Wallace, Facility Maintenance

Congratulations!

For more information about the Scholarship Program:
www.tarleton.edu/~staffcouncil/staffcouncilscholarships/StaffScholarshipGuidelines.pdf

Welcome New Staff August

- Jabarr Adams, Assistant Coach, Athletics
- Dr. F. Dominic Dottavio, President, President’s Office
- Mark Eakin, Head Rodeo Coach, Student Services
- Jacob Fain, Head Athletic Trainer, Athletics
- Mansoor Huda, Computing System Engineer, IR Client
- Elizabeth Johnson, Facility Service Coordinator, Registrar
- Paula Jones, Environmental Worker, Finance and Administration - TCT
- Lori LaRue, Operations Manager – Clyde H. Wells Fine Arts Center
- Dana Power, Associate Registrar, Registrar’s Office
- Christy Price, Clerk IV, Admissions
- Terry Pritchett, Director for Facilities Maintenance
- Barbara Russiff, Advanced Practice Nurse/PA, Assistant VP – Wellness & Career Development
- Noel Saucedo, Senior Database Developer, OPEIR
- Vonnie Shallenberger, Administrative Assistant III, Clinical Lab Sciences
- Peggy Smith, Postal Clerk, Mail Services
- Robert Weems, AC/Refrigeration Mechanic, Facilities Maintenance

Changes & Promotions: Congratulations!

- Thomas Atchley, Data Research Administrator, OPEIR
- Dr. David Drueckhammer, Associate Dean, College of Agriculture and Human Sciences
- Robert Nimmo, Director, Rec Sports
- Sandra Olivan, Assistant Manager – Accounts Receivable, Business Services
- Johnny Robinson, Director of Student Leadership, Student Services
- Catherine Wilterding, Librarian III, Library

No nine tenths of education is encouragement.
--Anatole France (1921 Nobel Prize for literature)
Staff Council – and specifically the Staff Affairs Committee – is responsible for listening to your opinions and concerns, collecting information, deciding what can be done, and providing answers. You have three ways to explain what’s bothering you or to just ask for information:

- **Contact a Staff Council member.** Staff Council officer names and telephone extensions are listed on page 1 of this newsletter. Jim Looby (x. 9062) and Sheri Boren (x. 9253) are Staff Affairs Committee co-chairs.

- **Attend Coffee with the Council** and state your concerns there. Times and places for these sessions will be announced on the Staff Council website www.tarleton.edu/~staffcouncil/soon.

- **Use the “Voice Your Opinion” feature of the website** to share your concern, hear other staff members’ ideas, and receive a response. The information below is from the website.

You might learn something you never would have known otherwise. You might not get the answer you want. One thing that’s sure is that, if you don’t tell someone, nothing will ever happen. Speak up, ok?!

### RETIREMENT VENDOR MEETINGS

**Staff Concern:** It is difficult, if not impossible, for the staffs in Fort Worth, Killeen and Waco to make the sessions with the retirement vendors. It would be helpful to have a day when those people come to Fort Worth to tell us about our choices.

**Response from Angie Brown, Director of Human Resources (August 26, 2008):** All of our vendor representatives are happy to meet with employees wherever they may be. Most of our vendor reps come out of the Ft. Worth/Dallas area, so staff members are welcome to contact any of the reps and they would be happy to meet with them in their office in Ft. Worth to go over their retirement options. You can find a listing of our vendor reps at: [http://tamus.edu/benefits/retirement/optdta.html](http://tamus.edu/benefits/retirement/optdta.html). If this does not work, Human Resources would gladly assist staff in connecting to a representative of their choice. Call us at (254) 968-9128.

### USE OF SICK LEAVE, CONTINUED

It states, “(d) Sick leave with pay may be taken when sickness, injury, or pregnancy and confinement prevent the employee’s performance of duty or when the employee is needed to care for and assist a member of the employee’s immediate family who is sick. For purposes of taking regular sick leave with pay, the following persons are considered to be members of the employee’s immediate family:

- “(1) an individual who resides in the same household as the employee and is related to the employee by kinship, adoption or marriage;

- “(2) a foster child of the employee who resides in the same household as the employee and is under the conservatorship of the Department of Protective and Regulatory Services; and

- “(3) a minor child of an employee, regardless of whether the child lives in the same household.”

If you have a strong interest in pursuing a change, you may contact your local state legislators.

### USE OF SICK LEAVE

**Staff Concern:** We would not be surprised at the number of people whose ‘family’ consists of animals. If my horse/dog/cat or bird needs veterinary attention, I would [like to] use sick time. I’ve had to use my vacation time and, believe me, it’s no vacation. That’s not the worst part: I had to take a vacation day to accompany my fiancé to an outpatient procedure, as a “fiancé is not family.”

**Response from Angie Brown (August 22, 2008):** Since sick leave is a provision of the State of Texas and not of the A&M System, the A&M System has no ability to add fiancés, pets, aunts, uncles or cousins, among others, to the immediate family list.


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**FOR OUR NEWCOMERS: HOW YOU KNOW YOU’RE IN TEXAS...**

- Blue Bell ice cream is a major food group. (So why doesn't the new dining hall serve it?)
- “Fixinto” is one word and “jeet” is a phrase meaning “Did you eat? If not, come join us.”
- You experience all four seasons: almost summer, summer, still summer, and Christmas.
- A possum is a flat animal that sleeps in the middle of the road.
- Distance is measured in hours, not miles.

-- Source unknown
Educating students is our mission.

Students are why we all have jobs. In our own ways, we all spend our time helping students become educated.

Some potential students, as the financial aid folks say, “fall through the cracks” because they earn just a little too much to qualify for financial aid under federal guidelines. They complete coursework at a community college but can’t afford a four year degree.

Tarleton staff, working together, found a way to give $4,000 scholarships to six Weatherford Community College graduates so they could transfer to Tarleton to complete their education. The story starts last spring when Dr. Brad Chilton, Provost, received a Greater Texas Foundation email announcing the “Rising to the Challenge” scholarship program. He forwarded the foundation opportunity to Denise Groves, Enrollment Management, and the Office of Sponsored Projects.

Denise invited folks including Shavndi Wilson (scholarships), Cindy Hess (admissions), Ramona Simpson (transfer student recruiting), Dr. Thad Anglin (Student Life), Dr. Karen Murray (Academic Affairs) and Ann Pawlak (grant-writer) to a brainstorming session. They decided the best opportunity was to partner with Weatherford College’s TRIO Special Support Services program. Denise called Weatherford for a contact person name – Kay Landrum. Kay provided information about potential scholarship candidates, and Ann wrote the proposal. In July, Denise learned Tarleton had been awarded $25,000.

That’s when the real work began. MaryBeth Marks in Transfer Services kept track of all the details so their applications and transcripts were complete. Shavndi made them aware of other financial aid options. Registration staff helped them register so they could start classes on time. And, on the evening of August 20th, the students attended a reception and met the department heads and deans of the colleges from which they will receive their bachelor’s degrees. SUCCESS!!
For many high school students, college is the next logical step in their progress toward a career. And for some high school students, college is never even in their plans. These students may lack academic skills and motivation so their grades are low. They may have been told directly or indirectly that they “aren’t college material.” They may come from families where parents don’t have college degrees and don’t understand the value of a degree.

Tarleton makes sure these high school students have a chance to get a college education. For almost 30 years, our federally funded Upward Bound (UB) program has served students in high schools in the rural communities surrounding Tarleton. The project recruits 9th and 10th graders who are low-income, the first generation of their families to consider college, and/or at high-academic risk for failure. Upward Bound brings these students to campus each Saturday during the academic year to attend academic classes and social/cultural events. UB staff monitor students’ grades; provide tutoring and study skills and test preparation classes; conduct conferences with students and parents; and intervene before students fail or lose motivation. During the summer, students engage in a rigorous seven-class period, five-days-a-week, five week college experience using university classrooms, computer labs, and library. To be fully immersed in the experience, students live in dormitories, eat in the dining hall and use campus recreational facilities. UB doesn’t let anyone fall through the cracks.

The four full-time staff are: Jenny Watts, Director; Norma Richardson, Senior Academic Counselor; Frank Chamberlain, Academic Counselor; and Mimi Mejia, bi-lingual Academic Counselor. Two student workers – Juan Azua and Tiburcio Lince – are former UB participants now attending Tarleton. They provide office support and serve as tutors and mentors to UB high school students.
**2008 Duck Camp: Justin Bell, Student Director**
September, 2008 – New Beginning!

TEAM BUILDING EXERCISE: “THE BRIGADE”

Using five large pieces of cardboard and a roll of duct tape, each team of 15 students has one hour to build a boat. Then, with one team member paddling, groups of boats race from shore to a canoe paddled by camp staff and then back to shore. In a process of elimination, group winners race against each other to determine the camp winner.

Justin admits no boat has ever successfully completed the third heat, but notes everyone cheered for each boat while it sank. 😊

PROCESSING TIME. After each team-building exercise, group leaders guided their team members in a discussion about how and why they were (or weren’t) successful in the exercise, what the challenges were, and how they handled disagreements, and then related students’ feelings and answers to what it takes to be academically and personally successful at Tarleton.

TARLETON SPIRIT. Campers were taught Tarleton chants, cheers and the fight song. Emily Norris, a Purple Poo alumna, talked about the Poo and Tarleton tradition. Reminders about common courtesies – like not walking on the grass – were everywhere. And, then, of course, there was the Friday evening dance and other social activities to help students get to know each other and begin to develop their own class spirit.

ADVICE. Visitors, including faculty members, Career Services staff, Student Counseling staff, rec sports staff, campus police, and a Judicial Board representative, helped students understand academic requirements, campus life, and the support network available to them.

THE 2008 CAMP WAS PLANNED, ORGANIZED, FINANCED PARTIALLY WITH FUND-RAISING EFFORTS AND DIRECTED BY JUSTIN BELL, a senior Agricultural communications major who intends to graduate in December 2009. Asked why he volunteered to be camp director, Justin said “it was my time to step up.” That's the Tarleton way.

Good job, Justin!

QUICK FACTS

- **Purpose:** help students get used to the university environment and build a sense of community and teamwork
- **Budget:** $180,000
- **Where:** Camp Copass on Lake Lewisville in Denton
- **August. Two three-day camps**
- **Optional for freshmen. Registration fee:** $125/student
- **Attendance:** ~600 freshmen
- **80 to 90 volunteer group leaders. Must have at least a 2.25 GPA**
- **Team:** 15 randomly selected students. About the same as TSU’s 18:1 student:faculty ratio
- **Winner of one camp’s “Tough Little Ducker” award: the shy guy randomly assigned to a team with 14 girls. He survived.**
The only thing in life that's constant is change. “Dorms” now have evolved into “residence halls” (7 traditional facilities and 4 apartment complexes) to keep pace with students’ changing needs. When the baby boom hit, Housing Offices scrambled to find space. The next wave of students wanted college to be fun so Residential Living Offices provided popcorn, balloons and stress management programs. Now, students get all the entertainment they want on their cell phones and are losing the ability to relate to people eye-to-eye. In response, the Residential Learning and Living office works to create an environment where students can learn about themselves from RCs and RLs, their fellow students and faculty members.

Residential Coordinators (RCs): professionals with a bachelor’s and, preferably, master’s degree in a field like higher education or counseling. RCs are responsible for supporting groups of RLs. Residence Hall Leaders (RLs): 45 upper division students hired each year in a rigorous selection process. Current year RLs must reapply each year. RLs offer leadership, manage student interactions, serve as role models, and provide mentoring. They receive free room and board and a stipend amount that depends on their leadership experience. This year two applications were received for each position. Future RLs take a 7 week training course during the spring semester.

Learning is a lifelong experience. . .and education doesn’t begin and end in the classroom.

As arriving college freshmen discover, there’s a lot to be learned when you’re sharing your space, bathroom, study area, laundry room, kitchen and parking with a hundred equally anxious and confused strangers. Coping with diverse experiences, understanding the importance of balancing what is good for one person against what is good for many people, forming relationships, and integrating into the campus community are what living on-campus is all about. Students living on-campus have to think, make choices and solve problems without the support of their familiar environment, parents and friends.

“GET IN THEIR WAY!” Residential Leaders are trained to ask for more information when a student replies “fine” to a question like “How are your classes going?” RLs’ goal is engagement: students who analyze their feelings, are willing to express opinions and are good at face-to-face communication.

- 1,700 students in residence halls this fall.
- Moody and Gough have been taken offline. We have enough room without them.
- 25% of Americans have no one to confide in. Americans have a third fewer close friends than they did 20 years ago. (USA Today, Janet Kornblum)
Facilities Maintenance: Every Day Heroes

September, 2008 – New Beginning!

“One of the most striking features of Tarleton State University is the 125-acre campus. . . .Featuring malls, open space, and beautifully landscaped grounds, the campus is dominated by majestic oak and pecan trees, which create a warm atmosphere for living and learning. . . .Tarleton is proud of its spacious classrooms, well-equipped laboratories. . .” --- Tarleton Catalog

Facilities Maintenance staff members are responsible for the million things that make it possible for us to be proud of our campus:

- Paint corridor, office and public areas;
- Build and repair cabinets and furniture;
- Install and repair locks and make keys;
- Install doors and fix them when they break;
- Replace worn floor and carpet tile;
- Repair and replace sinks and toilets and lawn sprinklers;
- Replace light bulbs and fluorescent ballasts and fix light switches;
- Replace dirty air filters;
- Maintain the swimming pool;
- Make sure heating/cooling dampers and vents are working properly;
- Make signs;
- Build and tear down sheetrock walls;
- Mow lawns; trim bushes and trees; grow and plant flowers;
- Fix cracked sidewalks and build new ones.

Then, of course, there’s the auto mechanic who maintains all Tarleton vehicles, the shuttle bus driver, the carpenter who created the mural with the stars in the new Science Building, the crews who install the holiday lights on buildings, the guys who set up the chairs and tables for every Tarleton event and Fran Teten and the administrative staff.

And you thought YOU had a “honey do” list?!
Although TIAER has been around a long time (since 1991), has 35 staff plus a half dozen student workers, and averages $3.5 million of research each year, most Tarleton staff don’t know much about it.

The TIAER staff’s low profile on campus might have something to do with being spread across three buildings (Hydrology, Davis Hall, and a ten year old “temporary” building behind Hydrology). Or with their hours: when samples need to be collected or tested at 2 a.m. Sunday morning, someone from TIAER is leaving for south Texas or arriving at the lab. Or what they do might just seem too different from what the rest of us do: they collect samples from rivers and creeks, test the samples for a wide variety of pollutants ranging from bacteria to phosphorus and nitrogen, and use that test data to draw educated conclusions about what’s happening and develop mathematical models to predict what might happen in the future. TIAER then makes recommendations to decision makers like the Texas Commission on Environmental Quality (TCEQ) and the US Environmental Protection Agency (USEPA).

"GOOD SCIENCE CREATES GOOD SOLUTIONS."

DAN HUNTER – TIAER EXECUTIVE DIRECTOR

DIVERSITY. TIAER staff were born in the United States, China, Colombia, England, Ghana, India and Iran. Their familiarity with diverse cultures and languages supports TIAER’s increasing focus on international research and policy analysis. In the coming year, TIAER’s national work – for example, a study of the feasibility of a nitrogen trading tool to allow water quality trading (like the carbon credit trading that industries engage in to manage air pollution) in the Chesapeake Bay in Maryland – will be balanced by work in Alberta, Canada.

EDUCATION. TIAER staff have bachelor’s, master’s and doctoral degrees in fields like biology, chemistry, economics, environmental science, hydrology and wildlife/fishery science. Their skills include contract management; data and information technology management; designing, operating and maintaining monitoring equipment; grant writing; graphics; developing and accurately following laboratory procedures; policy analysis; and project management. TIAER is especially proud of its staff who are Tarleton grads. They may leave for a while after graduation, but they often return home to Tarleton to work for TIAER or in other departments.

TIAER HIGHLIGHTS IN FUTURE STAFF COUNCIL NEWSLETTERS

October: Tim Jones and Jeff Stroebel explain how they collect and prepare water samples for the lab.

November: Mark Murphy describes work at TIAER’s NELAP (National Environmental Laboratory Accreditation Program) accredited laboratory.

December: Dr. Anne McFarland explains how TIAER decides what all the data means.

January: Dr. Ali Saleh discusses what an economic model is and does.

February: Suresh Katuri, Don Gosdin, and Dianne Swanson work behind the scenes.

March: Sharlene Shigley and the administrative staff keep everything humming along.