Staff Senate

http://www.staffsenate.vt.edu/

February 21, 2019
12:00 – 1:00 p.m.
3100 University Gateway Center
MINUTES

Attendees: *Judy Alford, Lisa Bishop, Deborah Breon, LaTawnya Burleson, Melanie Darden, Pat Donovan, Velva Groover, Bruce Harper, Robena Hughes, Petie Martin, Brandy Morse, Steve Nagle, MaDonna Overstreet, Sarah Owen, Tasia Persson, Jonathon Poff, Robert Sebek, Sally Shupe, Tammi Smith, Steve Tatum, Judy Taylor, Tara Nepper, and Raksha Sharma*

Zoom Attendee(s)*: Chad Dalton, Kim Dulaney, Carolyn Hopkins, Dani McNiel, Sheree Montgomery, Hanna Parks, Amber Robinson, Sarah Woodward*

Speaker(s): *Erin McCann, Robert Sebek and Judy Taylor*

Excused: *Lee Ann Ellis, Ashley Foster, Carolyn Hopkins, Brian Huddleston, Doug Hylton, Katrina Loan, Kim Ridpath, Sue Teel*

Call to order at 12:00 p.m. by President, Robert Sebek
The agenda was electronically submitted to senators on Wednesday, February 14, 2019. With one addition, the agenda was approved at the meeting.

Attendance sheet for check-in was available near room entrance.

Approval of Minutes
Approval of January 2019 minutes was done electronically.

Update from the Staff Senate President
Mr. Sebek

- Resolution 2018-19.A – Resolution to Approve New Major, Childhood Pre-Education, in Bachelor of Science in Human Development; Tammie Smith motioned to support the resolution; multiple seconds; motion to support the resolution was voted and approved
- working group on net pay presentation was almost finalized; looking to up pay bands 1 & 2 up $2/hour (20% raise for many); could also affect lower end of pay bands 3; this will help people with the costs of child care and parking; going to BOV in March for approval
- Child care committee will continue its work; Katrina Loan meeting with Lisa Wilkes today to go over ideas
- Robert's term as Staff Senate President will end in June 2019, Tammie Smith will be appointed Staff Senate President starting July 2019.

Standing Committee Updates:
Communication: Bruce Harper – No updates
Elections & Nominations: Judy Taylor – Open positions discussed later this meeting
Policies & Issues: Judy Alford – No updates
McComas Leadership Seminar: Amy Ingram – event will take place on March 27, 2019 at the Inn, put it on your calendar; got last 2 speakers today; registration is full and there is a waiting list

Update on the University Strategic Plan: Erin McCann

- see handouts sent out by Robert Sebek
- the Strategic Plan is moving towards the goals/measures to get the executive summary
- the handouts show updates that came out of all the feedback sessions that happened all over campus
- the executive summary should go to the BOV to be approved in June 2019
- all the goals are focused on 3-5-year window w/ flexibility
- this is a living document that changes with the University and feedback
- these goals in the handout are going to be measured and tracked to make sure the University is moving forward on them

University Governance: Mr. Sebek & Ms. Taylor

Discussion on next year's opening on University Council, commissions, and committees with descriptions of each body, what membership would entail, and how the Staff Senate ballot will work, with a goal of having at least one candidate for each position who feels well informed about the position, is well motivated to take the position, and is well prepared to take on the duties required for that position.

Open Position Handout

- Tammie Smith will become President next academic year
- **Staff Senate Vice-President** (one seat, staff senator, one-year term) – cover for President if they could not attend meetings; sit on executive board; Chair Commission on Staff Policies and Affairs
- **Staff Senate Parliamentarian:** (one seat, staff senator, one-year term) – mostly minor role; becomes important if we have a controversial item that needs to be voted on
- **Staff Senate Secretary:** (one seat, staff senator, one-year term) – responsible for sign in sheet and taking minutes; keep official roster; send out the agenda if the President cannot
- **Academic Support Committee:** (one seat, any staff) - Charge: To systematically review and provide advice on broad policy issues relating to academic support, including but not limited to the university calendar, scheduling and registration, scholarships and financial aid, classroom management, and summer school. Really simple, not a lot of work; working on financial aid and University calendar
- **Athletics Committee:** (one seat, any staff, two-year term) - Charge: To review and provide advice on broad policy issues relating to intercollegiate athletics. Provide advice to the Athletic Director on such matters as financial aid for student athletes, residential life for student athletics, program balance between revenue and non-revenue sports, recruiting, admissions, NCAA compliance, and general intercollegiate athletic budgetary and operational matters. Provide advice to the Executive Vice President and Provost on matters related to academic progress of athletes, the admission policy for athletes, academic advising of athletes, and relations with academic departments and faculty in general. Participate in the search process for the selection of the Athletic Director. The Committee will also participate in periodic evaluations of the Athletic Director in coordination with the University official to whom the Athletic Director reports. Active group; report from Athletics about what is going on and upcoming events
- **Commission on Equal Opportunity and Diversity:** (one seat, staff senator or senator alternate) - Charge: To advise the President's Inclusion and Diversity Executive Council and to study, formulate, and recommend to University Council policies and procedures as they relate to the university's responsibilities regarding equal opportunity, affirmative action, accessibility, compliance, diversity, and inclusion. Areas for consideration include recruitment, retention, and advancement of faculty, staff, and students, in a manner consistent with the university's principles of community and commitment to equal opportunity and access. Very serious and hard-working group
- **Commission on Research:** (one seat, staff senator or senator alternate) - Charge: To study, formulate, and recommend to University Council policies and procedures concerning research. Areas for consideration include sponsored programs, core programs and interdisciplinary research; intellectual properties; animal care and human subjects; indirect costs and overhead; research facilities, centers and institutes, and library resources; liaison with affiliated corporations and institutes; and other matters that affect research. Issues on faculty/research and open funding

- **Commission on Staff Policies and Affairs:** (three seats, any staff, from administrative areas, one from an academic area) - Charge: To study, formulate, and recommend to University Council policies and procedures affecting the working conditions of classified and university staff and to promote staff participation in the University community. Areas for consideration include staff morale; evaluation, communication with supervisors, recognition, and career development; staff relations with administrators, faculty, and students; benefits and personal leave; extra-university professional activity; matters of equity and diversity that affect the University's professional environment; and other matters affecting the staff environment. Can create resolutions to send to University Council for charges
- **Commission on Undergraduate Studies and Policies:** (one seat, staff senator or senator alternate) - Charge: To study, formulate, and recommend to University Council policies and procedures concerning on- and off-campus undergraduate academic matters. Areas for consideration include library resources, admissions, academic progress, degree requirements, Honor Systems and study environment; In-Honors programs, curricula, courses, advising, and instruction; student honors and awards; financial aid, scheduling, registration and other matters affecting the undergraduate student academic environment. Hears reports mainly; programs & majors must be approved by this commission
- **Employee Benefits Committee:** (two seats, staff senator or senator alternate) - Charge: To recommend policies and to advise the University Administration in matters relating to employee benefits. Working on holiday closing schedule; getting survey out to everyone
- **Energy and Sustainability Committee:** (two seats, staff senator or senator alternate) - Charge: To review and provide advice to the University Administration on broad policy issues relating to the university's pursuit of environmental quality through action, education, and engagement to address current needs without compromising the capacity and needs of future generations. Very interesting; get to choose Green RFP programs that get funded
- **Undergraduate Curriculum Committee:** (one seat, any staff) - Charge: To review and make final recommendations to the Commission on Undergraduate Studies and Policies concerning degree requirements, courses, academic progress, standards and criteria, and other policies and procedures affecting undergraduate curriculum and instruction. Approve individual courses; do lists for majors
- **University Council:** (two seats, any staff) - The council is advisory to the president of the university in formulating university policies. University Council is the apex of the university governance structure, and all university commissions report directly to it. Final stop for changes at the University (open meetings); good place for people who want to participate in things; very informative

INTERESTED: To nominate a fellow staff member, submit a self-nomination, or questions, please email Judy Taylor (taylor1@vt.edu). Nominations close on March 28, 2019 at 5:00 p.m. All nominees receive an email with additional information. Terms begin on July 1, 2019 and are three years in duration unless otherwise noted. Vacancies are filled by election held in Staff Senate in April 2019.
Staff interested in serving on a committee that does not currently have an opening should contact Judy Taylor.

Next meeting location: **1100 Torgersen Hall**

Next Meeting Date:
The next meeting date is March 21, 2019 at 12:00 p.m.

Adjourned 12:59 p.m.

Respectfully submitted:
Brandy Morse
Revised by:
Katrina Loan

2019 Staff Senate Open Positions

The **Staff Senate** is one of the ways all non-faculty salaried and non-student wage staff can participate in shared governance at Virginia Tech. The Staff Senate is currently seeking nominations of staff employees to serve as representatives for the following:

Staff Senate Vice-President: (one seat, staff senator, one-year term)

Staff Senate Parliamentarian: (one seat, staff senator, one-year term)

Staff Senate Secretary: (one seat, staff senator, one-year term)

Academic Support Committee: (one seat, any staff)
Charge: To systematically review and provide advice on broad policy issues relating to academic support, including but not limited to the university calendar, scheduling and registration, scholarships and financial aid, classroom management, and summer school.

Current staff representative: Tammie Smith
Meets: One time per year

Athletics Committee: (one seat, any staff, two-year term)
Charge: To review and provide advice on broad policy issues relating to intercollegiate athletics. Provide advice to the Athletic Director on such matters as financial aid for student athletes, residential life for student athletics, program balance between revenue and non-revenue sports, recruiting, admissions, NCAA compliance, and general intercollegiate athletic budgetary and operational matters. Provide advice to the Executive Vice President and Provost on matters related to academic progress of athletes, the admission policy for athletes, academic advising of athletes, and relations with academic departments and faculty in general. Participate in the search process for the selection of the Athletic Director. The Committee will also participate in periodic evaluations of the Athletic Director in coordination with the University official to whom the Athletic Director reports.

Current staff representative*:* Robena Hughes
Meets: Once per month, Academic Services Building, 3:30-5:00

Commission on Equal Opportunity and Diversity: (one seat, staff senator or senator alternate)
Charge: To advise the President's Inclusion and Diversity Executive Council and to study, formulate, and recommend to University Council policies and procedures as they relate to the university's responsibilities regarding equal opportunity, affirmative action, accessibility, compliance, diversity, and inclusion. Areas for consideration include recruitment, retention, and advancement of faculty, staff, and students, in a manner consistent with the university's principles of community and commitment to equal opportunity and access.

Current Staff Representative: Tracy Newton
Meets: Once per month, usually on Monday, Graduate Life Center, 10:30-12:00

Commission on Research: (one seat, staff senator or senator alternate)
Charge: To study, formulate, and recommend to University Council policies and procedures concerning research. Areas for consideration include: sponsored programs, core programs and interdisciplinary research; intellectual properties; animal care and human subjects; indirect costs and overhead; research facilities, centers and institutes, and library resources; liaison with affiliated corporations and institutes; and other matters that affect research.

Current Staff Representative: Steve Nagle
Meets: once per month on Wednesday, Burruss 130, 3:30-5:00

Commission on Staff Policies and Affairs: (three seats, any staff, from administrative areas, one from an academic area)

Charge: To study, formulate, and recommend to University Council policies and procedures affecting the working working conditions of classified and university staff and to promote staff participation in the University community. Areas for consideration include: staff morale; evaluation, communication with supervisors, recognition, and career development; staff relations with administrators, faculty, and students; benefits and personal leave; extra-university professional activity; matters of equity and diversity that affect the University's professional environment; and other matters affecting the staff environment.

Current Staff Representatives: Tammie Smith, Judy Alford, Lisa Booth, Sally Shupe, Lori Buchanan, Nicole Akers, Sue Teel, LaTawnya Burleson, Betty Wilkins, Teresa Lyons

Meets: Generally once per month on Tuesday, NEC, 2:00-3:00

Commission on Undergraduate Studies and Policies: (one seat, staff senator or senator alternate)

Charge: To study, formulate, and recommend to University Council policies and procedures concerning on- and off-campus undergraduate academic matters. Areas for consideration include: library resources, admissions, academic progress, degree requirements, Honor Systems and study environment; In-Honors programs, curricula, courses, advising, and instruction; student honors and awards; financial aid, scheduling, registration and other matters affecting the undergraduate student academic environment.

Current staff representative: Steve Tatum

Meets: Twice per month on Mondays, Student Services Building, 3:00 for one to 1 1/2 hours

Employee Benefits Committee: (two seats, staff senator or senator alternate)

Charge: To recommend policies and to advise the University Administration in matters relating to employee benefits.

Current staff representative: Katrina Loan, Sally Shupe

Meets: Generally one to two times per year, location varies, 2:00-3:00

Energy and Sustainability Committee: (two seats, staff senator or senator alternate)

Charge: To review and provide advice to the University Administration on broad policy issues relating to the university's pursuit of environmental quality through action, education, and engagement to address current needs without compromising the capacity and needs of future generations.

Current staff representative: Judy Taylor and Alex Guest

Meets: one time per month on the 4th Monday, Burruss 130 from 2:00-3:00

Undergraduate Curriculum Committee: (one seat, any staff)

Charge: To review and make final recommendations to the Commission on Undergraduate Studies and Policies concerning degree requirements, courses, academic progress, standards and criteria, and other policies and procedures affecting undergraduate curriculum and instruction.

Current staff representative: Michelle Czamanske

Meets: Twice per month on second and fourth Fridays, Student Services Building, from 2:00-3:00

University Council: (two seats, any staff)

The council is advisory to the president of the university in formulating university policies. University Council is the apex of the university governance structure, and all university commissions report directly to it.

Current staff representatives: Velva Groover, LaTawnya Burleson, Sue Teel, Katrina Loan, Brian Huddleston, Erin Poff, Teresa Lyons

Meets: One to two times per month on Monday in Pamplin Hall beginning at 3:00

INTERESTED: To nominate a fellow staff member, submit a self-nomination, or questions, please email Judy Taylor (taylor1@vt.edu). Nominations close on March 28, 2019 at 5:00 p.m. All nominees receive an email with additional information. Terms begin on July 1, 2019 and are three years in duration unless otherwise noted. Vacancies are filled by election held in Staff Senate in April 2019.

Staff interested in serving on a committee that does not currently have an opening should contact Judy Taylor.

VISION

Virginia Tech will be a global leader by inspiring and empowering people to learn, innovate, and serve beyond boundaries.

MISSION

Inspired by our land-grant heritage and guided by our motto, Ut Prosim (That I May Serve), Virginia Tech is an inclusive community of knowledge, discovery, and creativity dedicated to improving the quality of life and the human condition within the Commonwealth of Virginia and throughout the world.

CORE VALUES

UT PROSIM (THAT I MAY SERVE):
Our motto, That I May Serve, underscores our commitment to service to individuals and society in all its forms.

DIVERSE AND INCLUSIVE COMMUNITIES:
We value the educational benefits of diverse ideas, peoples, and cultures and the equitable inclusion of individuals in order to contribute to the just engagement of all the world's communities.

OPPORTUNITY AND AFFORDABILITY:
We are committed to creating affordable educational opportunities for the Commonwealth of Virginia consistent with our land-grant mission.

COLLABORATION AND PARTNERSHIPS:
We value collaboration and the collective value of using multiple approaches and perspectives to address difficult and complex issues.

MUTUAL RESPECT AND OPEN EXPRESSION:
We support and promote open expression, self-awareness, and mutual respect.

ETHICS AND INTEGRITY:
We expect the university and its members to maintain the highest standards of integrity and ethical behavior, both personally and professionally.

LIFELONG LEARNING:
We value lifelong learning and inquiry within and outside of the university for personal growth and to promote the continuous seeking of knowledge to enhance society.

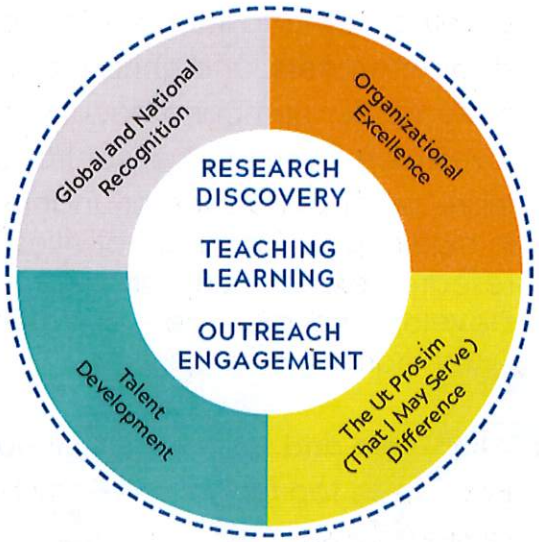
DISCOVERY AND INNOVATION:
We value research, innovation, and the creative process.

FREEDOM OF INQUIRY AND ACADEMIC EXCELLENCE:
We value freedom of inquiry and an environment that supports academic excellence.

CONTINUOUS EVALUATION AND IMPROVEMENT:
We value continuous evaluation and improvement to advance individual and institutional objectives.

Based upon the mission, vision, and core values, the campus identified four strategic priorities: Global and National Recognition; the Ut Prosim (That I May Serve) Difference; Talent Development; and Organizational Excellence. As part of the continous strategic planning process, each strategic priority includes goals, strategies, and metrics for a three to five year timeline, that will be evaluated and reviewed annually.

INTEGRATED RESEARCH LAND-GRANT STRATEGIC PRIORITIES



Strategic Priority 1: Increase global and national recognition

Aspirational vision: Virginia Tech aspires to become a top global university by building and communicating research strengths, capabilities, and successes; optimizing research infrastructure; recruiting and retaining world-class research and teaching active faculty; and integrating the learning, discovery, and engagement mission as a comprehensive research land-grant university. Virginia Tech aspires to realize the VT-shaped student experience by offering a holistic and experiential education that engages the whole person and is grounded in Ut Prosim (That I May Serve) and by empowering faculty to develop learning experiences designed to prepare future graduates to contribute and lead in a complex world.

Goal 1: Increase and sustain excellence in research, discovery, and creativity

- Increase competitive extramural research expenditures by 40%
- Secure at least two externally funded national center-level awards by coordinating and aligning investments in faculty and facilities to build critical mass and identifying and pursuing strategic opportunities
- Develop and implement an integrated plan for shared research facilities
- Increase the number of graduate programs in top 10 and significantly increase the global ranking for the majority of programs
- Increase the return on investment in mechanisms for supporting transdisciplinary research

Goal 2: Increase and sustain teaching and learning excellence

- Launch the Academy for Experiential Learning to empower faculty to provide holistic and experiential education to all students

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- Increase the number of students graduating with a Pathways Minor, providing them with 'real-world', interdisciplinary problem-solving skills
- Leverage data to inform evidence-based teaching and learning strategies, improve student success, and enhance student outcomes and well-being
- Increase the number of faculty seed grants to facilitate and increase return on investment from the work of transdisciplinary research and learning communities
- Increase opportunities for underrepresented and underserved students to participate in high impact learning activities, including global education, service learning, research experiences, and learning communities
- Develop and implement a strategic vision for distance learning, lifelong learning, and living-learning communities

Goal 3: Increase and sustain institutional impact and visibility

- Become a top global university by communicating research strengths, capabilities, and successes
- Develop an integrated strategy for developing and expanding Virginia Tech's regional, national, and international presence
- Expand and develop Virginia Tech's academic health center in Roanoke
- Launch the Innovation Campus and an integrated strategy for Virginia Tech's presence in the Washington, D.C. area and National Capital Region
- Increase volume and streamline path of research discoveries to market
- Increase the number and quality of research partnerships with industry, other universities, and federal agencies

Strategic Priority 2: Demonstrate the Ut Prosim (That I May Serve) Difference

Aspirational vision: The Ut Prosim (That I May Serve) Difference, as a unique differentiator for Virginia Tech, recognizes the integral connection between service to humanity, diversity, and the land-grant mission. Consistent with InclusiveVT -- the institutional and individual commitment to Ut Prosim in the spirit of community, diversity, and excellence – it acknowledges the value of different ideas, beliefs, perspectives, experiences, identities, backgrounds, and cultures.

Goal 1: Increase representational diversity

- Increase the underrepresented minority representation to 25% and the combination of underrepresented minority and under-served students (Pell-eligible, first generation, and veterans) to 40% in the entering class (including transfers)
- Increase the retention rates of students from diverse and underrepresented groups to mirror the rates of majority students
- Increase six-year graduation rates for underrepresented students to mirror the rates of

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majority students
- Increase the number of graduate and professional degrees awarded to underrepresented students to mirror the rates of peer institutions
- Increase the number and proportion of women faculty and faculty from historically underrepresented groups across all ranks to mirror the rates of peer institutions

Goal 2: Increase cultural competency
- Increase the number of undergraduate courses that foster awareness of diversity and inclusion competencies and capacities
- Increase the number of undergraduate Pathways minors incorporating Critical Analysis of Identity and Equity in the United States
- Ensure 100% participation of graduate programs implementing the inclusion and diversity requirement for graduate education
- Increase the number of departments participating in the Howard Hughes Medical Institute's Inclusive Excellence Program to 25% of all academic departments
- Increase diversity education programming and improve the campus climate for all faculty, staff, and students

Goal 3: Address critical societal issues impacting humanity and equity
- Integrate issues of equity and humanity into expected outcomes associated with transdisciplinary research and learning communities
- Increase opportunities for faculty, staff, and students to participate in global engagement
- Increase partnerships between Virginia Cooperative Extension and Agricultural Experiment Station and colleges to enhance engagement and impact with diverse local and regional communities
- Expand, enhance and/or realign transdisciplinary programs, such as Destination Areas, Strategic Growth Areas, Research Institutes, and Interdisciplinary Graduate Education Programs, to address critical societal issues

Strategic Priority 3: Invest in talent development

Aspirational vision: Virginia Tech is an employment and educational destination for faculty, staff, and students. Virginia Tech is a destination for lifelong learning for alumni and local communities.

Goal 1: Attract, retain, and develop diverse and high-achieving faculty and staff
- Achieve progress of faculty salaries towards the 60th percentile of SCHEV peers to support faculty recruitment and retention
- Invest in and ensure effective use of endowed professorships across all ranks and disciplines as part of a comprehensive approach to increase the mid-career talent pool

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- Redefine and expand strategies to support recruiting and retaining staff through competitive compensation and benefits
- Develop and implement new comprehensive professional development programs for faculty and staff

Goal 2: Attract, retain, and graduate diverse undergraduate, graduate, and professional students

- Increase undergraduate enrollment to 30,000 by 2023, including increasing the enrollment of new transfer students by 5%
- Increase graduate and professional degrees by 2023
- Reduce unmet need for all underrepresented minority and under-served students
- Increase the number of extramurally funded graduate students
- Reverse the student debt growth curve

Goal 3: Support and grow holistic lifelong engagement for alumni and local communities

- Develop and implement a strategic vision for lifelong learning opportunities
- Implement strategies to provide ongoing alumni career and networking support
- Coordinate a process to support alumni mentoring and engagement

Strategic Priority 4: Enhance Organizational Excellence

Aspirational vision: Virginia Tech aspires to develop and implement a comprehensive approach to address university-wide challenges, including consistent, cohesive, and collaborative efforts to enhance efficiency and effectiveness, and ensure alignment of personnel, physical campus, and fiscal resources and processes to support strategic goals. A robust continuous strategic planning process facilitates planning, implementation, and measurement of progress towards short and long term objectives, creates opportunities for soliciting and exploring new ideas, informs resource allocation, and ensures participation in university governance and university processes.

Goal 1: Continue to develop the physical campus and technology infrastructure

- Implement the campus master plan, ensuring quality research and learning spaces, safety and security, and universal accessibility to facilities
- Provide on-campus housing for all incoming and significant portion of continuing students
- Implement climate action/sustainability commitment
- Develop tools for understanding and improving the utilization of space and setting priorities for new space

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- Ensure consistent technology, universal design principles, connectivity, and related services across all Virginia Tech locations

Goal 2: Develop comprehensive and transparent budget and financial models with diverse and sustainable revenue sources

- Double FY14 endowment
- Increase alumni giving participation to 22%
- Grow annual fundraising to $175M
- Develop and implement dynamic financial management and budget models by expanding the use of data to inform strategic resource allocation

Goal 3: Develop and launch an adaptive, inclusive process for continuous strategic planning

- Collaborate across the campus community to support university-wide efforts to develop and launch strategic plans and related initiatives, evaluate progress annually, and enhance operations to achieve short and long term goals
- Develop a process to identify, explore, and incubate new innovative ideas and opportunities, measure progress, explore potential pathways, and sunset initiatives
- Develop new institution-wide data approaches, shared data governance, and investments in analytics, tools, and human resources
- Review existing structures and processes to facilitate decision-making, streamline workflows, promote consistent, timely communications, and increase transparency, efficiency, and effectiveness

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Looking towards the future

The Virginia Tech community helped shape the mission, vision, core values, strategic objectives, and goals within this strategic planning framework. The framework is intended to guide colleges, institutes, offices, departments, and groups across campus as they develop their respective strategies and plans to advance the institutional priorities.

Through the continuous planning collaborative partnership process, unit-level plans will be reviewed to ensure alignment with the institutional framework. In addition, goals and metrics will be assessed and re-evaluated annually to ensure timely progress to realizing the Beyond Boundaries vision for Virginia Tech.

Strategic Planning Timeline

2016-2017
Beyond Boundaries vision is created.

Spring 2018
Strategic Planning committees are formed; metrics and rankings, and research. Campus engagements commence.

Summer 2018
Round tables and open campus discussions to inform key themes and priorities.

Fall 2018
Committees continue their work, campus feedback is synthesized and emerging themes are communicated.

Spring 2019
Continuous discussions with key stakeholders, faculty, and staff to inform Executive Summary and comprehensive document.

Summer 2019
Strategic Plan is approved by BOV and launched.

2019 – 2020
College unit plan development and continuous evaluation.

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