



# PRESIDENT'S REPORT

January 18, 2012

## GATEWAY AS LEADER

Phase two of the Higher Education for Development auto scale-up project in Morocco is now underway. Phase two will build on the initial training provided to nine auto instructors from the broader Middle East and North Africa region in September 2011. In addition to advanced training, instructors will visit the United States to learn more about the renewable energy training, assessment and certifications available through the National Coalition of Certification Centers (NC3) and Gateway.

Debbie Davidson, along with adjunct faculty for the 911 Dispatcher Training program, and Dean Terry Simmons, presented to the Wisconsin Interoperability Council Communications Standards Group on December 14 at the HERO Center. The group heard about Gateway's 911 dispatch assessment, alignment with national standards and use of simulators. Many opportunities for statewide involvement were discussed and Gateway was commended for being forward thinking in bringing this training to the state.

Diane Skewes is part of a leadership team that is working to standardize all student clinical requirements from healthcare institutions throughout southeast Wisconsin. Health requirements, criminal background criteria, dates/times/process for clinical site requests, etc. are being reviewed. This has the cooperation from Aurora, Wheaton, Children's, Froedert, Columbia/St. Mary's, etc., and all private/public nurse education programs in southeast Wisconsin.

## ENROLLMENT

Enrollment continues to be strong with increases in business, IT and internet courses. Other program areas have started to level out. Headcount for the year is up 1.5% over last year, but our FTE count is slightly down at -0.6%. The largest drop in enrollment is in the area of ABE and can be attributed to the degrees in GED participation from the Racine Unified School District. Spring enrollment is encouraging, as we are seeing a slight increase in WEDD and apprenticeship training. Our retention efforts are demonstrating positive results and we will be increasing this effort in preparation for summer and fall.

## FINANCE AND FACILITIES

The fiscal year 2013 budget preparation is underway. The college utilizes the Adaptive Planning software tool for budget development. This tool provides online access for staff to enter data, analyze, and develop their department budgets each year. The Board will receive monthly status reports until the final budget is approved in May.

A mid-year financial forecast was completed and will be presented at the January Board meeting. The college's finances remain strong, in light of enrollments leveling off. Current projections reflect a favorable result for the fiscal year. In addition, it is anticipated that the college will not have to borrow short term to meet its cash flow needs for the month of January.

The purchasing staff has been working with our welding department to consolidate the purchase of welding gases and supplies, under a state cooperative purchasing agreement. The agreement is expected to save the college several thousand dollars per year. In addition, we were notified that the 2011 P-card rebate will be \$94,000. Other RFPs in process include the bookstore, signage, and health insurance.

Business office staff is working with our IT staff to allow online payments for events and expand our e-commerce capabilities.

## LEARNING INNOVATION DIVISION (LID)

As part of the Datatel Action Planning process, intended to assist us with an in-depth exploration of our Datatel software systems and implementation; we conducted a series of end-user survey meetings where we discussed our implementation, our wish lists, and challenges with the software. The Datatel team will review these survey findings and after their on-site visit in February, they will make recommendations intended to assist us in optimizing our utilization of the software, as well as their recommendations for additional enhancements. This survey effort has involved all key user groups of the system, their management, and of course, the entire ELC is sponsoring this effort. My thanks to everyone who is participating in this project.

IT staff has finished up the technical specifications portion of the campus-wide printing project. Gary Flynn in the Academic Division is now leading an effort to review the vendor proposals, assess budgetary impact, and select the final vendor/proposal. IT staff is continuing to be involved and is providing technical advice throughout the project.

Distance Learning staff is working to configure and test the Blackboard 9.1 environment that will go "live" this coming summer term.

Distance Learning staff is also planning and conducting multimedia room installations around the district, as well as resolving multimedia upgrade and technical issues on each campus.

IT staff continue to implement enhancements to the network and server environments. They are working on implementing storage enhancements, network improvements to deploy redundancies to protect the network, and setting the stage for disaster recovery and business continuity improvements.

## WORKFORCE AND ECONOMIC DEVELOPMENT DIVISION (WEDD)

Through the 6-County EDA Grant, entrepreneurship development is being driven by Therese Fellner and Sue Hanneman, along with Diane Skewes. They are working to build an entrepreneurship component into the nursing program. Discussions have included a nursing student symposium during Spring 2012 that would provide insight into entrepreneurship and business opportunities for the nursing profession. T. Fellner and S. Hanneman are also working with Cheryl Ucakar to build entrepreneurship into the BIZ Squad courses and IT programs.

In other entrepreneurship news, T. Fellner is working with Junior Achievement Racine to build grant writing capacity and secure operational funds for program delivery in economic development and entrepreneurship.

Gateway hosted Larbi Touaf, Program Coordinator for the Moroccan team USAID Entrepreneurship Project, led by Gateway Technical College, for two days of pre-subaward planning.

The Mayor of Waukesha met with Gateway to discuss business incubation and opportunities for the City of Waukesha.

T. Fellner worked with Representative Peter Barca's office on reintroducing legislation that supports business incubation as an economic development strategy. See the recent executive summary at [http://edaincubatorool.org/pdf/NBIS%20Brochure-Incubating%20Success\\_NBIA\\_FINAL-3.pdf](http://edaincubatorool.org/pdf/NBIS%20Brochure-Incubating%20Success_NBIA_FINAL-3.pdf) and the full report at [http://edaincubatorool.org/pdf/Master%20Report\\_FINALDownloadPDF.pdf](http://edaincubatorool.org/pdf/Master%20Report_FINALDownloadPDF.pdf), which details incubator best practices and client outcomes.

Gateway's partner, SCORE, located at CATI, provided business metrics documenting service delivery to Racine, Kenosha, and Walworth County entrepreneurs and business owners. More than 100 businesses received mentoring from one of six SCORE mentors. This is a valuable service to the community and Gateway is proud to be a partner.

WEDD is developing a comprehensive contact list for all past and current customers, in order to provide timely information on professional development workshops, new course offerings, etc. We will also be exploring

the use of social media, Gateway newsletters, and partnering more effectively with area chambers and economic development agencies.

Submissions for the Student Business Incubator Business Plan Competition were reviewed by six judges who tabulated their views on the three submissions and provided feedback in seven categories.

"Entrepreneurial Resources", the first student business incubation discussion with students, was held on December 22. Students from Engineering, Automotive, and Business Management programs attended.

Kate Walker met with and counseled a number of entrepreneurs on various topics including: new product development tactics, business development, marketing resources and strategies.

Mark your calendars for the New Product Development Learning session, scheduled for January 10 at CATI. Networking opportunities will be available from 8:00-8:30 a.m., with the program running from 8:30-10:30 a.m. The panelists include representatives from Snap-on, LMI Packaging Solutions, and Modine. The event will include service provider overviews of Rock Valley College's EIGERLab Services, as well as UWW's Wisconsin Innovation Services Center, and CATI Business Services. The event will be videotaped and available as a web cast on WEDD's portal, as well as available statewide through the use of video conference equipment. For more information, contact Kate Walker at [walker@gtc.edu](mailto:walker@gtc.edu)

The National Coalition of Advanced Technology Centers – NCATC – has chosen Gateway Technical College as the location for their Fall 2012 Conference on October 3-5. A planning team is working on logistics for this event which will highlight Gateway's advanced technology centers. More information to follow as the date draws closer.

Gateway, Waukesha and Milwaukee Area Technical Colleges are partnering to pilot the National Association of Manufacturer's (NAM) Dream It! Do It! manufacturing careers and economic development campaign. This e-portal brings together education, parents, students and industry with a focus on jobs, careers, and training for local manufacturing jobs. The site will go live in July 2012.

OSHA is partnering with Gateway Technical College to offer OSHA Safety Day at Gateway's Racine Campus on March 14, 2012. This half-day event is designed for employees and managers of small businesses to learn about safety and health requirements and techniques in their workplace. For more information, contact Debbie Davidson at [davidsond@gtc.edu](mailto:davidsond@gtc.edu).

Gateway is offering logistics training aligned with the Manufacturing Skills Standards Council's (MSSC) industry-driven training and assessment program. The training addresses the core competencies of high-skilled, front-line material handling workers. The training is delivered through two courses, Certified Logistics Associate and Certified Logistics Technicians. The courses provide competencies for workers across the supply chain, from entry-level to the first line of supervisory positions.

In an effort to provide introductory level computer skills in the Kenosha community, Gateway is scheduling computer classes at the Kenosha Boys and Girls Club starting in February 2012. Classes will be held two nights per week and will last four weeks. For more information, contact Debbie Davidson at [davidsond@gtc.edu](mailto:davidsond@gtc.edu).

#### ACADEMIC AND CAMPUS AFFAIRS

*Business and Information Technology:* The marketing student organization is coordinating a dinner fundraiser to help Every Child's Place purchase equipment to make some of their areas friendlier for their clients with autism. Every Child's Place is a not-for-profit day care facility located at the Kenosha Campus, which focuses on serving the needs of children with disabilities. This project was started in part, because the statewide DECA civic consciousness project this year is Autism. The dinner will be held February 17, 2012 in Racine at Buckets Banquet Facility.

Students completed diverse projects in marketing research and international marketing. These projects were on display when Representative Robin Vos toured the Kenosha campus. This was initiated when Mike

Vernezze contacted Representative Vos's office regarding comments he made about programs he felt that technical colleges should offer. Gateway representatives participating in the visit were marketing instructors M. Vernezze, Ed Grcohowski, Barbara Micheln, Kari Aiello, marketing students Harold Coots, Jean Kohloff, Andrea Haisler, and Stephanie Sklba and Zina Haywood. The session started with a question and answer segment where Gateway staff was able to review the outcomes of the program, employability of graduates, data from previous graduate studies, and activities in the classroom. The tour stopped at the school retail lab and Gateway Gifts, where Representative Vos was able to talk to the instructor, B. Micheln, and students who were working in the lab. A stop was also made at the promotions class where K. Aiello had her students working in groups on their projects. Representative Vos spent considerable time talking to the instructors and the students. Representative Vos also viewed several promotional videos for both the program and the marketing student organization (DECA). He talked with the marketing research students regarding the project they worked on for the IRIS Corporation, located in Pleasant Prairie, WI. He also met with students that had a unique agriculture-based product that they completed for an international marketing campaign. Representative Vos left impressed and with a better understanding of Gateway's programs and the students we serve.

Linda Spaulding, IT-CSS instructor, has been working with Madeline Carrera, Kenosha VISTA staff, to identify potential Service Learning Projects for the IT Project Management course. Also participating is Helene Deleon, an adjunct instructor for the evening Project Management class. Students will be responsible for the identified outcomes, as well as sharing the processes used, through a presentation at the end of the semester. The project contact individuals will be invited to the end-of-semester activity.

The Customer Support Class will also be participating in a Service Learning project, by working with the Academic Support Center and providing one-on-one tutoring. This will be in collaboration with Anke Halbach and her staff.

*Developmental Education (ABE, GED, ELL, AHS, Pre-Tech):* Four grants were submitted by the Dean of Developmental Education to the grants department. Three are ongoing grants that have been awarded in previous years: AEFL Community Wide Services, GPR Basic Skills and EL/Civics. One new grant was applied for this year: Adult Literacy Workplace. This grant was previously submitted by WEDD to support the basic skills instruction at local businesses. If awarded, this grant will be used to continue our Accelerating Opportunities Pilot Program for CNC Technicians.

Before the holiday break, letters were sent to current and former ABE and ELL students to let them know about this new program. We are recruiting 20 students, who have tested in Level 5 and 6 for ELL or GED Math and Communications classes. During the spring semester, successful applicants will take two preliminary CNC classes while enrolled in ABE and ELL support classes. Tuition and books will be covered by the college for spring semester only. The goal is to have students pass their classes, take the COMPASS test, and enroll in the Introduction to CNC class in Summer 2012. ABE and ELL instructors will be embedded in the CNC classes, so they can support the ABE/ELL students before and after class. Students must commit to 12 hours of instruction per week. Classes are scheduled from 1:00-4:00 p.m. Monday through Thursday.

A meeting of Gateway staff interested in exploring a revised Adult High School program met on December 8. Faculty, counseling, student services and high school connections were represented. Participants will do research and meet with recommendations in January. Adult High School is only offered at MATC Milwaukee and Gateway. The provost will meet with the Adult High School Advisory Committee on January 25 to discuss this with them.

Dean Mearns attended a state-called meeting at Elkhart Lake in December. Changes to the data collection system were discussed. Colleges also had opportunities to meet with representatives from community-based organizations. New state guidelines will put more emphasis on ABE and ELL students obtaining jobs, earning their high school equivalency, or transitioning to college or job training.

*Health Careers:* The Health Division wishes two nursing instructors well; Carol Eschmann and Jan Behrens, both retired in December.

Over 20 health area adjunct instructors attended an in-service on January 7 in Elkhorn.

A team from the Nursing Assistant program and LID met with a vendor (ECS) on January 6 to discuss possible adoption of an electronic health record training product for students in the CNA program.

The dean and associate deans spent part of their holiday break writing several State of Wisconsin General Purpose Revenue (GPR) grants to support program expansion in nursing, dental assistant and community pharmacy technician. If funded, these initiatives will take effect July 1.

Dean Mike O'Donnell will meet with the Health Counselors on January 19 in Racine. He will welcome the new class of nursing clinical students in both Kenosha and Burlington on January 18. Dean O'Donnell has been asked by the National League for Nursing to be its 2012 local Ambassador for another year. He is also scheduled to attend the 2012 WORKING TOGETHER EMS conference in Milwaukee on January 27-28.

The CNA program is continuing with a grant to include electronic medical records in their curriculum. A new instructor will be placed in Elkhorn to provide educational support. A CNA class will be offered with support of the HPOP grant. It is specific to employees from Wheaton Franciscan All Saints and will be held on-site at All Saints. A new course, "Acute Care CNA" will be offered. This is a course for CNAs who wish to learn the skills necessary for caring for the complex hospitalized patient.

The ADN faculty is developing testing protocols that will be adhered to by all nursing faculty and will improve test bank security. Because of NLNAC recommendations, the faculty is unifying the syllabus for courses, so that all course sections will have the same student evaluation methods and measures. The ADN program will now have one enrollment process, one petition process and one orientation for all students in the program. In the past, Burlington and Kenosha each had separate processes and orientations.

The laptop program will be continued this semester. All students from first through third semesters will have laptops. Laptops must be wired in order for the Bb exam to deploy and be maintained properly through the testing period. A new model for Human Patient Simulator will be instituted. Faculty and lab staff are being cross-trained, to increase the number of people who know how to use the HPS. This will increase flexibility of offering HPS experience on different shifts and Saturday clinicals.

The development of a one or two credit course to train nurses for school nurse positions is being considered. An ATC on Gerontological and Rehabilitative Nursing is being initiated.

*Elkhorn Campus:* Elkhorn campus is hosting an adjunct in-service on January 7. We expect over 160 adjunct instructors to attend this all-day event.

Remodeling has begun in the former library space which will be transformed into a Learning Success Center by April 1.

Preliminary plans for the Phase 3 remodeling of the South Building have been communicated to Partners in Design and we are awaiting sketches.

Elkhorn campus is hosting a meeting of the local branch of the American Association of University Woman (AAUW) on January 12. The group will hear presentations by campus representatives, USG, and special student populations. A tour of the campus is scheduled, including the new facilities.

Elkhorn campus will participate for the first time in a local Walworth County United Way campaign beginning this month. The charity has recently consolidated within the county from two separate organizations.

Dean O'Donnell attended the Education Advisory Board meeting of Representative Paul Ryan on January 5. He provided updates about various legislative initiatives, including those related to higher education

loans (direct lending), Elementary and Secondary Education Act (ESEA Reauthorization), including the A-PLUS Act, and the DREAM Act.

Dean O'Donnell is helping to organize Gateway Days' activities for the first few days of the Spring 2012 semester. He will attend some of the presentations by Elkhorn High School seniors enrolled in Wisconsin History classes on January 10, as part of his Chamber of Commerce board member role. He also attended the bi-monthly board meeting of the Walworth County Literacy Council on January 13. Dean O'Donnell will attend the annual dinner/auction of the Burlington Chamber of Commerce on January 19.

*Racine Campus:* Jane Finkenbine reported that Gateway is participating in the RUSD School Choice/Advantage Committee. This committee is chaired by David Hazen and meets weekly to discuss ways to promote RUSD and to expand opportunities within RUSD, as more public school students leave the district through school choice and vouchers. We are also partnering with the REAL School to offer some college and career prep activities to middle and high school students.

Many projects are wrapping up during the winter recess, including the fire panel relocation, security camera placement, and some classroom painting jobs. We want to thank our hard working maintenance and support staff for making this possible.

### INSTITUTIONAL EFFECTIVENESS

Nine occupational programs have submitted their five-year program improvement plans, as a result of their full quality review activities last semester. The program effectiveness team will work with them to refine and implement these plans as part of their annual quality reviews.

The curriculum office released draft copies of the 2012-13 program curriculum sheets in mid-December, and faculty and staff are now reviewing those documents for accuracy. We will publish the annual curriculum documents by the end of January, so counselors and faculty can work with students during advising for summer semester, which takes place in early February. This is a major project each year.

The Gateway Journey new employee orientation has just logged its 50<sup>th</sup> completer! We have 77 new employees currently completing their Gateway Journey.

### STUDENT SUCCESS DIVISION

*Multicultural/Displaced Homemaker - Retention:* Program participants from the Displaced Homemaker and Multicultural Program were invited to attend the final Improving Your "A" Game Workshop entitled, "Effective Networking and Communication", on December 9. The workshop was hosted by the Multicultural Program and the presenter was Heather Lux, from Wisconsin's Women Business Initiative Corporation (WWBIC). The Improving Your "A" Game workshop series is a collaboration of the Displaced Homemaker, FIPSE - Project H.E.A.L., HPOP, Multicultural, NTO, Perkins Students of Color, and TRiO programs. All program participants are invited to participate in The Improving Your "A" Game Workshop series.

The Multicultural Student Club, the Alliance for Multicultural Students (AMS), held an officers business meeting December 16, 2011 for Spring 2012 planning.

*Transition Services:* Students enrolled in the GED/HSED program at the Racine King Center and Gateway's ACT 39 Program were invited to attend a special preparatory workshop in the Improving Your "A" Game Workshop Series: "Test Taking Strategies", December 16, 2011, at the Gateway Racine campus. The workshop was hosted by the Multicultural Program and was presented by Gateway Instructor, Diane Ingalsbe. The workshop was geared to those students preparing to take their final GED, HSED, and/or high school diploma tests in December 2011 and/or May 2012.

*Minority Participation & Retention and Displaced Homemaker Program:* Janet Days is preparing the 2012-13 grant proposals for the Displaced Homemaker and Multicultural Programs which are to be submitted to the WTC state office by January 20, 2012.

*College Connection:* Activities are ongoing at all the 2011-12 College Connection pilot high schools (Bradford, Tremper, Reuther, Harborside, Lakeview Technical Academy, Indian Trail Academy, Wilmot, Westosha Central, Union Grove, and Walworth County Alternative High School). Approximately 600 high school seniors are participating in monthly activities that include: career and college coaching, using the Wisconsin Career Pathways website to explore careers, and meeting with students to discuss Gateway's application process. College Connection Coach, AJ Laird, has also given tours and presentations to students who are not attending a College Connection pilot school.

Vincent Lieu joined Gateway as a second College Connection Coach on January 2, 2012. V. Lieu will serve the students at Union Grove, Wilmot, Westosha Central and Walworth County Alternative High School, while A. Laird will work with the students in the KUSD high schools. V. Lieu comes to us from the GEAR Up! Program at UW – Milwaukee.

*Career Pathways:* J. Finkenbine, College Connection Administrator, gave a presentation to parents at the GEAR Up! Power Up! breakfast event at Marquette University. Thirty parents attended this workshop to learn more about Career Pathways and college access.

The College Connection team hosted two breakfast meetings for high school counselors. Forty-five counselors attended, representing both private and public high schools, throughout our three-county service area. Gateway's program deans, instructors, counselors and student services staff shared information about courses, articulation, and Gateway's enrollment and financial aid processes.

*Articulation:* First semester transcribed credit courses end on January 20, 2012. We have 43 classrooms offering Gateway credit to over 800 high school students. After grades are in, College Connection staff will send letters to all high school students who successfully completed their transcribed credit course. The congratulatory letter will advise the students on how to access their transcript with their Gateway course credit. The paperwork to renew current articulation agreements and to request new agreements was due in December. We have requests for 20 new agreements. Those requests are being reviewed by Gateway instructors.

*TRiO SSS:* Enrollment is steady at 100 students. The Annual Performance Report is being prepared and is due to the Department of Education in February.

## ENROLLMENT SERVICES

*Financial Aid:* Continuance of financial aid at the college requires that we recertify our Eligibility Application. The recertification request was submitted prior to the June 30, 2011 deadline date. We are continuing to review all requirements with Region V certification personnel, including those that changed July 1, 2011.

The Financial Aid office is excited to be implementing a proactive approach to assist students in reaching Good Academic Standing. Students who have not met the federally mandated academic standing to be eligible for financial aid, will be given the opportunity to appeal their financial aid suspension and be placed on financial aid probation, but more importantly the students will have the opportunity to work with their program counselor to develop an academic plan that will take them from where they are today, to program completion.

*Registrar:* We are working with IT to implement a new WebAdvisor roster screen that is more user friendly for instructors, allowing them to see the number of students enrolled in their classes and student contact information at a glance.

The registrar's office will be presenting at the second adjunct faculty in-service on January 7.

## COMMUNITY AND GOVERNMENT RELATIONS

This has been a busy month with our legislators. We have received a number of phone calls looking for information, requests for campus visits, and invitations to participate in public hearing events in Madison. Thursday, January 5, Senator Johnson and his staff members visited the Kenosha Campus. During this time, we

had an opportunity to do a radio interview with the Senator and to showcase our Renewable Energy Labs. As part of the tour, representatives from Trane and Snap-on spoke on the partnerships with Gateway and the importance of the training that is done through Gateway and the technical college system. The public hearings have been focused on the area of geo exchange and well drilling, along with workforce development. Tom Niesen, geo instructor, spoke in Madison on the importance of credentialing for geo well drillers on January 4, and Bryan participated in a hearing hosted by Representative Barca on January 12. This hearing was in regards to new legislation that Representative Barca has crafted.

Gateway continues to focus on sustainability with the completion of the college's first sustainability plan. This plan focuses on our accomplishments over the last two years, but also provides short- and long-term goals for the college. It is also time to do our second greenhouse gas inventory. That process will begin this month.

As of January 5, 2012, the Foundation has raised over \$242,000 for the annual campaign. These dollars are "total raised to date". We are on track to meet/exceed our goal of \$150,000 restricted specifically for scholarships.

This year's Gateway Foundation Scholarship Award Ceremony was held on Monday, January 9, at the Madrigrano Center in Kenosha. Thanks to all Gateway Board members who joined us. We had record-breaking attendance this year, particularly in the number of students who attended. In total, more than 300 scholarship sponsors, award recipients and their guests, Foundation and GTC board members, and faculty/staff attended. The Foundation will award more than \$72,500 in continuing student scholarships this year, versus \$59,500 that was awarded last year – a 22% increase.

We have recently received several large gifts, which have resulted in a number of new scholarships in the following areas:

- Business Division
- Construction Services
- Horticulture
- Energy
- GED Transitioning (tentative)
- Sustainability Programs

The application period for incoming/high school scholarships opened in early December. Although Foundation staff has been promoting these scholarships to high school counselors, administrators and students, the response has been slower than anticipated. We will continue to reach out to these audiences through the application period.

It's time to think golf! The Golf Outing Committee had its first meeting on Tuesday, January 10. The event is Thursday, May 24, at the Kenosha Country Club. We hope to see you all there!

The Marketing Department was very busy during December and early January: Semester push ads and promotions are running in the media or with increased frequency. Gateway Good News publication ran in newspapers in all three counties. Design of Gateway's next generation website and intranet is proceeding rapidly, with weekly meetings among staff and special outreach meetings with key department heads. Anticipated testing over the summer and going live in fall. Preparations for the January 16, Martin Luther King Jr. celebration, ramp up with media relations and ad placement. Preparations for the February 3 Staff Recognition Dinner are in full swing.

## HUMAN RESOURCES

Hiring continues to be active with eight new instructors starting on January 17 and a College Connections Coordinator on January 2.



The Higher Learning Commission report on the Student Services re-engineering has been completed and will be distributed to the committee members on Friday, January 13. It will be sent to the HLC the following week.

Transition activity is a major initiative with sub-committees meeting weekly and new policies being approved as we go. We are on schedule to complete the committee work by the end of February and publish the handbook by early April. The health care RFP will be reviewed on 1/19/12.

Bill Whyte attended the WTCS President's meeting in Madison on January 13, as one of three panel members sharing varied approaches to the transition.

Gateway, in conjunction with WEA Trust representatives, is evaluating alternatives to long-term care insurance for retirees.