

Ends Policy

I report incremental progress (compliance) with all parts of this policy and certify the accuracy of this report.

For purposes of compliance, this report covers fiscal years 2014-15 and 2015-16.



Billy Thogersen – Executive Director

ENDS POLICY (as approved by Board January 29, 2014)

The purpose of the University of Texas Inter-Cooperative Council (ICC Austin), a Texas non-profit corporation, is to create a mutually beneficial, diverse, and inclusive community so as to promote the transformation of society toward cooperation, justice, and non-exploitation. To achieve this vision, ICC Austin provides affordable housing to students, on a cooperative basis, in an environment that enhances member education, encourages the formation of long lasting communities, and fosters responsible citizenship.

Texas non-profit corporation

INTERPRETATION

Among the various business types available, ICC Austin incorporated as a non-profit educational organization. Non-profit status confers significant economic benefits to the organization, especially income and property tax exemptions, and should be protected both for the sake of ICC Austin itself and to fulfill the societal obligation expected of entities receiving this entitlement. Any limitations contained in, or implied by, the corporate charter, as the legally binding framework under which ICC Austin exists, take precedence when in conflict with any other ICC Austin operational directives. ICC Austin staff will not deviate from the stated purposes in the ICC Austin corporate charter. 1.2

OPERATIONAL DEFINITIONS

1. Compliance will be achieved if no written communication from a governing agency causes ICC Austin to lose, or threatens the loss of, its non-profit status.
2. The total economic benefits from being a non-profit educational organization will increase over time.

DATA MEASURING PROGRESS

1. ICC Austin received no communications, written or otherwise, indicating any threat to the organizations non-profit status. In addition, the most recent audits conducted by Wegner CPAs included no notices of concern regarding the potential loss of ICC Austin 501(c)3 status.

P o l i c y M o n i t o r i n g - E n d s

2. The ongoing annual savings from non-profit status broke the \$200,000 mark in fiscal year 13-14. As you can see, ICC Austin benefits financially in a profound way from these entitlements. With the recent City of Austin award of \$630,000, the total savings for the past two years is well over \$1M – about 30% of the total savings since ICC Austin incorporated in 1971. As property taxes continue to climb, and with the Board’s recent acceptance of a budget plan that increases profit margin over the next five years, the benefits of being a 501(c)3 will also increase, allowing ICC Austin to continue providing affordable housing to students.

(To put the \$3.9M total savings in perspective, consider that the book value of ICC Austin’s total assets in May 2015 was \$3.7M. Another way to look at it: The upcoming FY 15-16 savings of \$275,500 corresponds to \$137 per member per month in savings, mostly due to the property tax exemption which is only granted to non-profit corporations which exclusively house students.)

Cumulative and Current Period Benefits

Constant FY 14-15 Dollars

	Prior Cumulative	FY 13-14	FY 14-15	<i>estimated</i> FY 15-16	New Total
Sales Tax Savings	257,654	10,663	12,680	12,500	293,497
Income Tax Savings	449,853	11,100	18,377	13,000	492,329
UNO Trust Fund*	-	630,000	-	-	630,000
Property Tax Savings	1,854,984	192,019	224,385	250,000	2,521,389
	2,562,491	843,782	255,442	275,500	3,937,215

*UNO funds can be given to for-profits, but non-profits receive priority

Data notes: The prior cumulative numbers are reasonable estimates based on a review of the available information. Sales tax savings is relatively low because most of the organizational purchases, e.g. groceries, are not taxed anyway. The estimates for income tax savings are based on audited financial net income, less the effects of losses and insurance proceeds. The property tax exemption began in 2000. The estimated property tax savings is based off the Travis County Appraisal District data, which is generally lower than market.

Mutually Beneficial Community

INTERPRETATION

For a cooperative organization, *Community* extends well beyond the confines of active members. A *Mutually Beneficial Community* arises when the wellbeing of all stakeholders is carefully considered. To accomplish this, all voices and perspectives must be brought to the table, including those of people external to the organization.

Communities consist of various inter-relationships. Active, constructive, and reciprocal arrangements create the mutually beneficial relationships necessary for building healthy communities. For ICC Austin, these relationships can usefully be classified into these categories:

Members with other members:

Measures of conflict management effectiveness and subjective judgment can gauge the quality of member-to-member relationships.

Interpersonal conflict is inevitable both in ICC Austin communities and in life in general. The healthy management of conflict creates mutually beneficial outcomes. ICC Austin devotes significant resources to conflict management, including training members in conflict mediation. The most serious problems can result in formal membership reviews, but the member review process emphasizes achieving resolutions early on - before situations spiral out of control. 3,4,5

Members with the co-op (same as the co-op with Members):

While most members naturally have the strongest bond and engagement with their house communities, they are deeply bound to the often less visible structure of their larger co-op, ICC Austin. New member orientations, house officer trainings and general membership meetings provide important linkage between members and ICC, and attendance at these functions provides a reasonable measure of progress. In addition, a subjective judgment through feedback of overall member satisfaction should be measured. 6,7,8,9

House communities with the larger co-op (same as the co-op with Houses):

A mutually beneficial relationship between the house communities and their larger co-op, ICC Austin, is critical to the wellbeing of the whole ICC community. On an operational level, ICC Austin provides house communities with service through house officer trainings and the various processes contained in the House Operations Policy.

The ICC processes contained in the House Operations Policy balance the sometimes competing desires of individual house communities with legal compliance, business efficiency, and ensuring progress towards the Board-determined organizational Ends. In keeping with notion that it is the conversation which is the essential democratic process, member participation to maintain relevant House Operations Policies is a reasonable way to assess progress towards creating a mutually beneficial community. 10

ICC Austin with the greater outside community:

To create mutually beneficial community beyond the confines of current Class A members requires substantial effort. With some notable exceptions, such as providing investments and donating capital to other local co-ops, and strong participation with NASCO, ICC has generally been an insular organization. Nevertheless, incremental progress in this area should be made over time. ICC Austin engagement in this area should strive to be mutual, as opposed to charitable, one-sided giving, or self-serving. 11

OPERATIONAL DEFINITIONS

Members with other members:

P o l i c y M o n i t o r i n g - E n d s

3. An increasing number of members will be trained in conflict mediation each fiscal year.
4. Members utilize the conflict resolution process.
5. Exit surveys will demonstrate year over year increases in respondents agreeing that their relationships with other members were mutually beneficial.

Members with the Co-op:

6. A majority of new members attend new member orientation.
7. New members complete an online educational training before signing a contract.
8. A majority of current members attend the general membership meeting each fall and spring semester.
9. On the exit survey, an increasing number of respondents will indicate ‘Satisfied’ or ‘Extremely Satisfied’ when asked about their overall satisfaction as an ICC Austin member. Incremental increases to this number will indicate progress.

House communities with the Co-op:

10. House officer training attendance will meet minimum levels based on semester (summer - 30% / fall - 50% / spring - 40%).

ICC with the outside community:

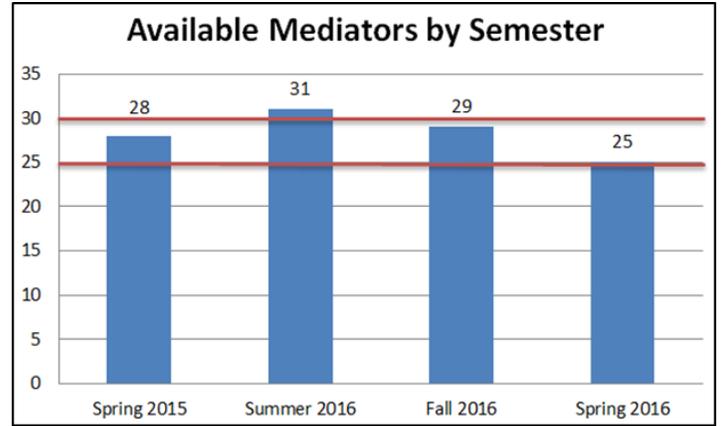
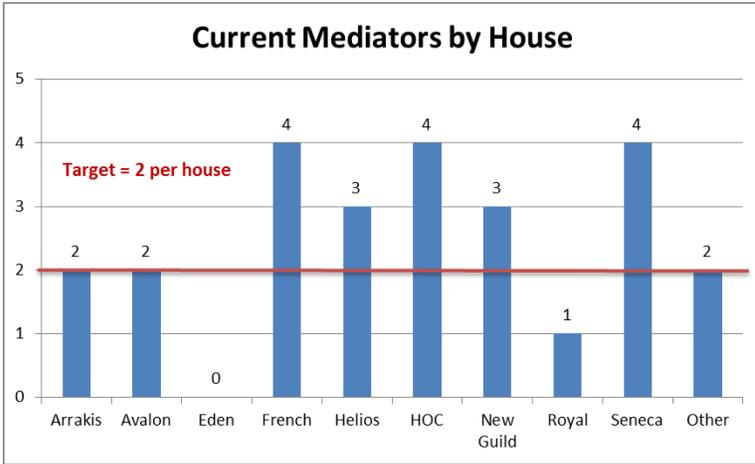
11. Mutually beneficial interactions with the outside community will increase over time.

DATA MEASURING PROGRESS

3. ICC began utilizing the current conflict resolution process and training in February 2012 which provides a solid starting point for data collection. Over the last five years, ICC Austin has trained 111 members in conflict resolution and this number continues to grow each semester.

Trained Mediators by Fiscal Year		
	<u>Total Trained</u>	<u>Cumulative Total</u>
FY 11/12	16	16
FY 12/13	28	44
FY 13/14	24	68
FY 14/15	25	93
FY 15/16	18	111

Attendance at the conflict resolution trainings has been inconsistent. Target participation was initially set for 10 members. However, no complaints have come forward from an ICC Austin member unable to obtain a mediator when needed. Thus, Staff has determined that the best measure for success of the conflict resolution process is ensuring there are at least 25-30 trained mediators available during any given semester. In addition, tracking the number of mediators available at each house also allows provides another measure for gauging training and participation.

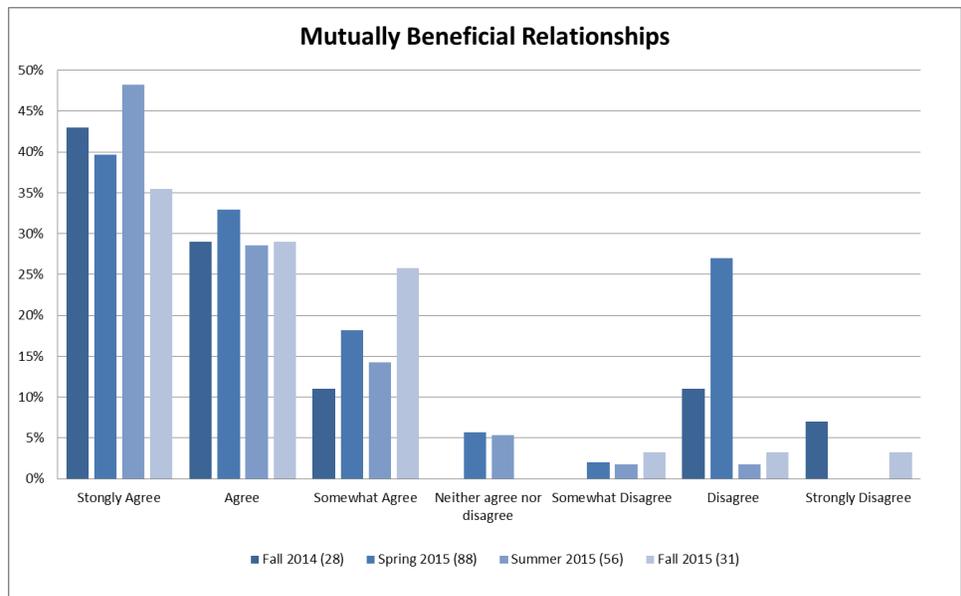


Year	Number of Reviews
2007	3
2008	1
2009	no data
2010	8
2011	3
2012	4
2013	9
2014	9
2015	6
2016*	1

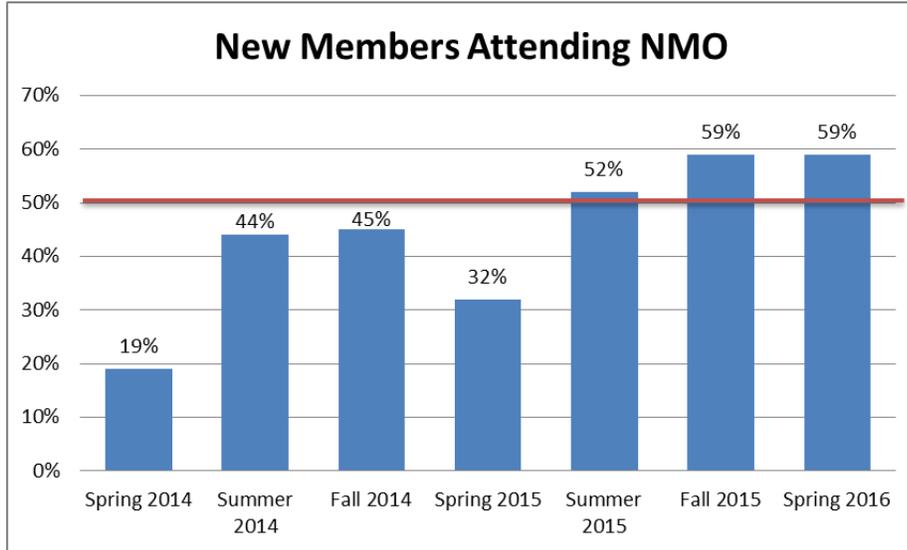
*as of March 11, 2016

4. Historically, data on member reviews and use of the conflict resolution policy has not been well tracked. The table indicates the total number of member reviews based on available records. Having an increase or decrease in member reviews does not necessarily reflect positive or negative trends. Rather the goal is for members to utilize healthy conflict resolution processes. Tracking overall usage of the conflict resolution process and then categorizing the nature of conflicts (i.e. labor, roommate issue, interpersonal conflict etc) for the next few years will provide a starting point for greater analysis.

5. On the ICC Austin Exit Survey, members are asked: “Would you agree your relationships with other ICC Austin members were mutually beneficial? Or in other words, do you feel the relationships were constructive, reciprocal and contributed to a healthy community environment?” Overall, 73% of respondents indicated they agreed or strongly agreed their relationships with other ICC Austin members were mutually beneficial. This is a 1% increase from the 2015 ENDS monitoring report.



- The target goal for New Member Orientation (NMO) is that a majority (50%) of new members to participate. This was achieved for every new member orientation during the 2015/16 fiscal year – an improvement from the 2015 ENDS monitoring report. The long-term goal is for every new member to attend NMO, so there is still work to be done to increase participation. Staff will use the 50% target for one more fiscal year. Beginning in 2017/18, target participation will increase to 60% in order to make continual progress towards the 100% goal.

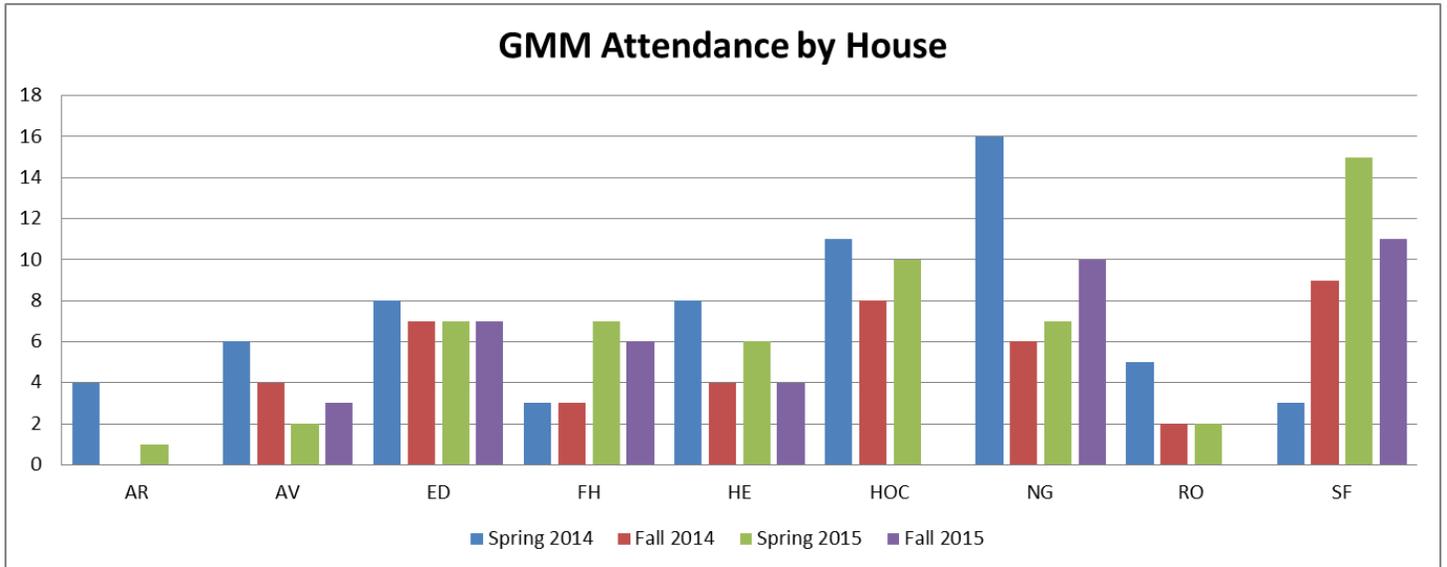


- The pre-signing, new member education was launched for the current signing period (2016/17 contracts). Every new member is now completing a brief, on-line training to help ensure they understand the nuances of ICC Austin prior to finalizing their contract. The training includes information on ICC Austin’s organizational structure, maintenance, contract termination, cost-share payments and house involvement. Further information and data on the outcomes will be provided in the 2017 ENDS monitoring report.
- General membership meetings (GMM) are organized by the Board once per long semester. GMM is an opportunity for all ICC Austin members to come together and embody their cooperative organization. GMM is also a space where the general membership is involved with the highest level of decision-making. It is an important and key event that provides linkage between members and the larger organization.

Given the limited data available there is no substantial evidence to support attendance trends (or lack thereof). Based the data and historical knowledge at the staff level, spring 2014 was the largest attendance at any GMM – still far from the goal of majority attendance.

GMM Attendance	
Spring 2012	31.0%
Spring 2014	35.2%
Fall 2014	22.9%
Spring 2015	30.81%
Fall 2015	22.52%

In addition, while 50% attendance would be a record for ICC Austin, it would be far less noteworthy if, for example, four houses had 100% attendance and five houses had less than 10% attendance. Therefore tracking participation of the houses is also an important measurement for GMM attendance.



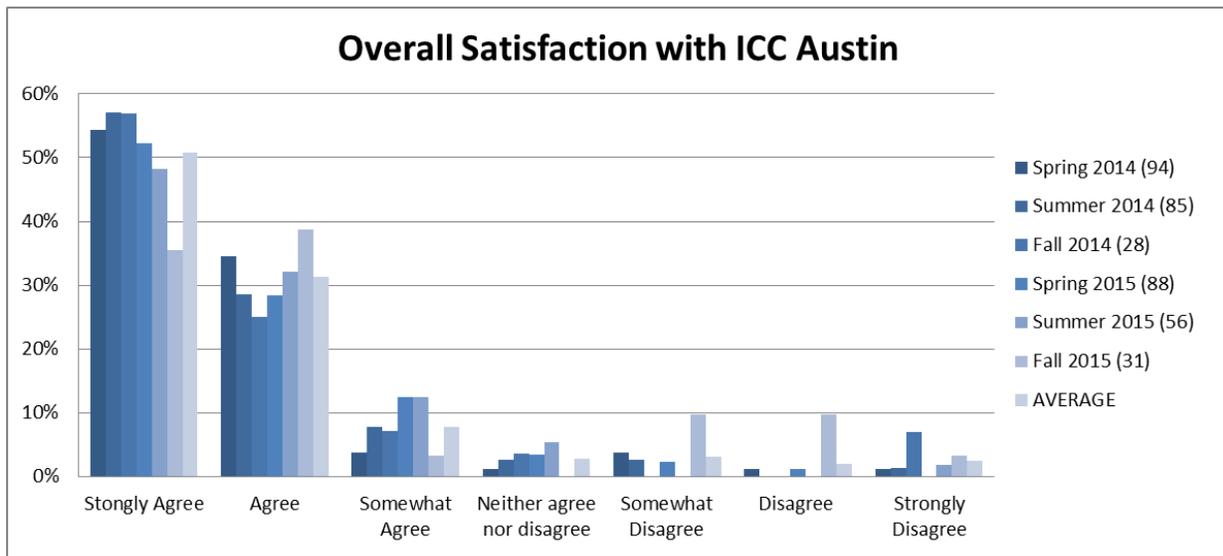
- Living in ICC Austin requires substantially more responsibility and commitment than living in an apartment or dorm. Members are required to do labor, attend meetings and be cooperative with other housemates. Members also provide the overwhelming majority of the labor to keep ICC Austin functioning. It is therefore important that members are having a positive experience. Members should leave ICC Austin feeling satisfied that they made the decision be part of the organization and that ICC Austin has benefited them in some way.

Overall ICC Satisfaction

Spring 2014	89%
Summer 2014	86%
Fall 2014	82%
Spring 2015	81%
Summer 2015	80%
Fall 2015	74%

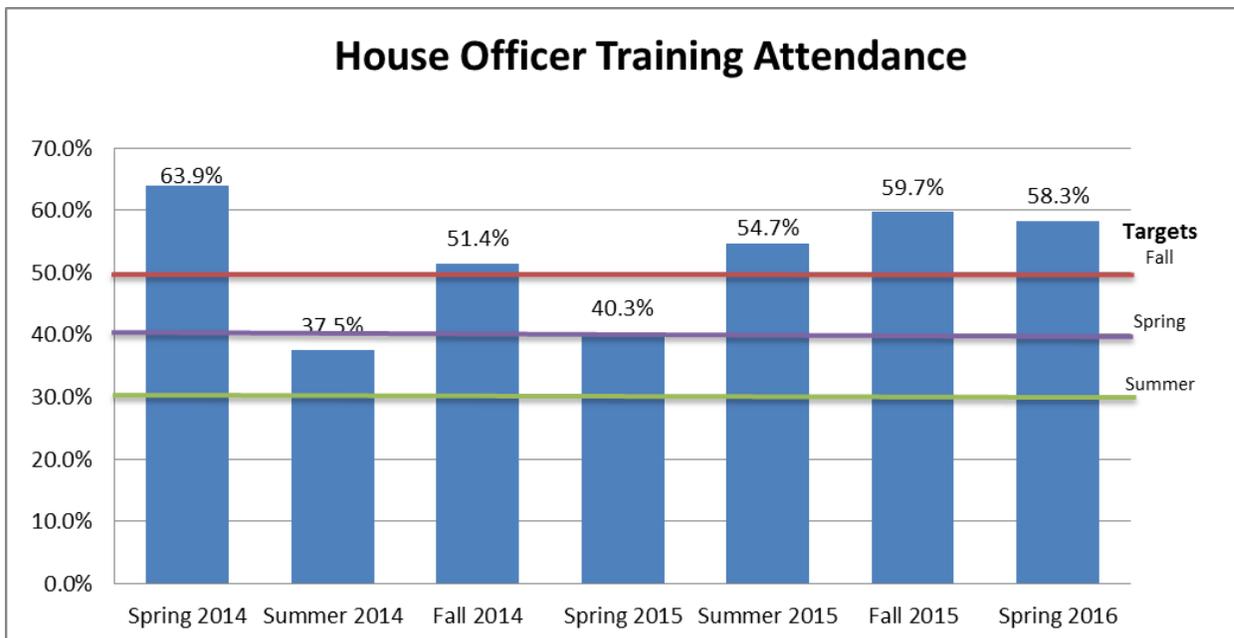
*Total respondents answering Satisfied or Extremely Satisfied.

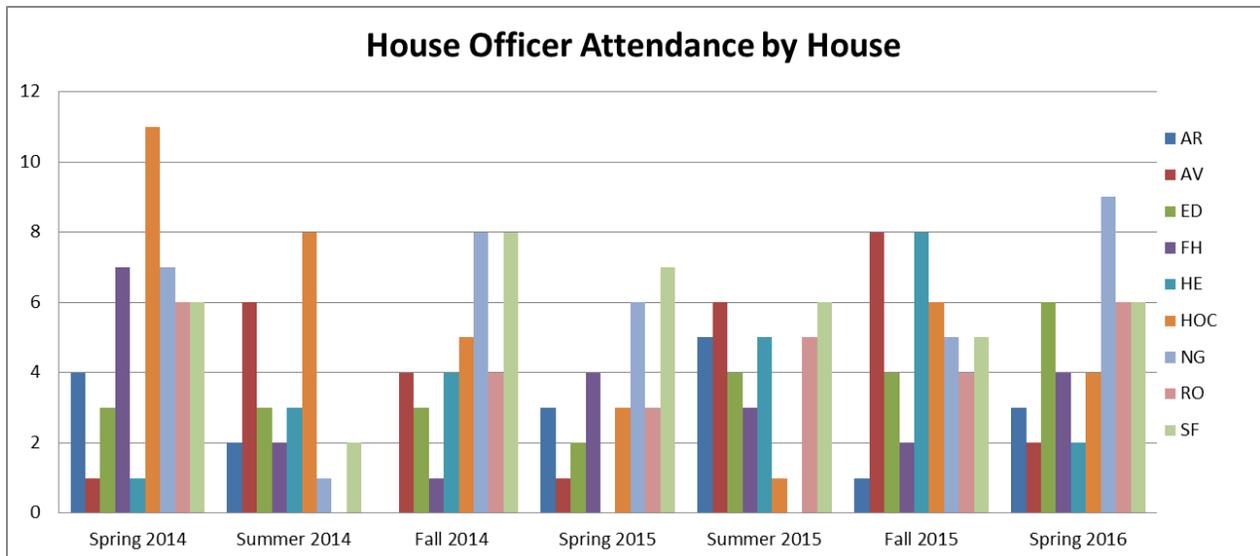
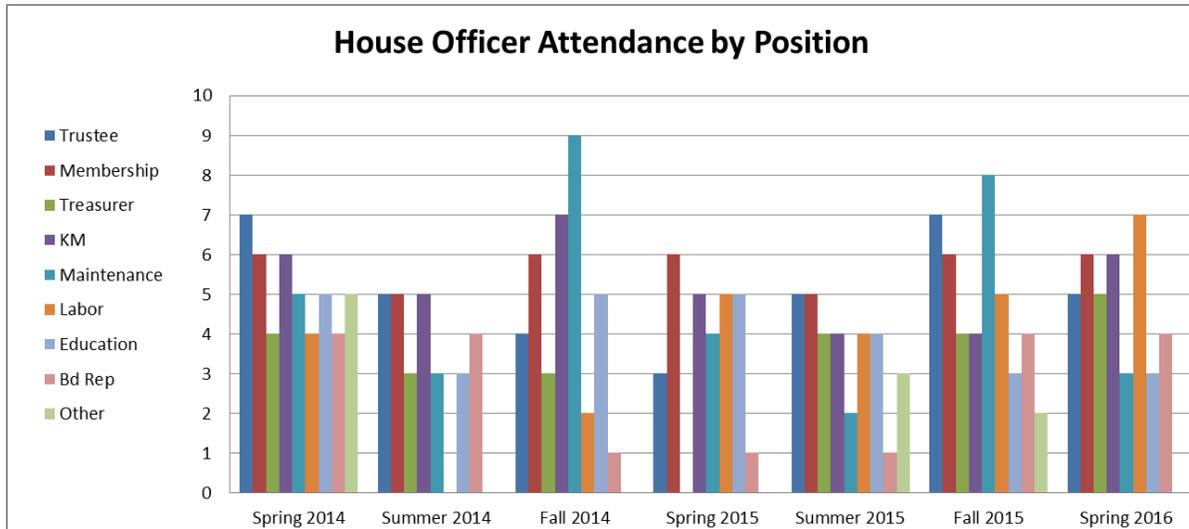
A subjective question on the exit survey is a sound way of measuring overall satisfaction. Members were asked, “Overall, how satisfied were you with your membership experience in ICC Austin?” Overwhelming the results indicate that members are *Satisfied* or *Extremely Satisfied* with their membership experience. Interestingly there appears to be a downward trend in overall satisfaction with ICC Austin. Yet also interesting is the fact that over the last four years the average length of stay for ICC Austin members has increased. (See operational definition number 29). Staff will pay careful attention to this measurement over the next year in addition to conducting further analysis to see if there are any specific areas of concern that need to be addressed and/or added to the business plan.



10. Participation at house officer training has reached the minimum set targets for the last seven semester. It is important to monitor overall attendance but it is equally important track participation by house and by individual officer groups. Similar to GMM, having the majority of members attend from only three or four houses is not as beneficial to the houses (or to the members) as having representation from all houses. This is also the case with the individual officer roles. While having all nine officer from one position attend is great, it is not beneficial (or even fair) if, for example, only one trustee attends. How does that Trustee gain group wisdom without others Trustees participating?

House officer training, like new member orientation, is an operational event falling under the scope of staff. Staff is continuing to adapt and change the program to be beneficial and time worthy for all officers, even a member who has held their role for multiple semesters.





11. ICC Austin supports the larger cooperative movement through strong attendance at the annual NASCO Institute. Since 2008, one hundred forty-four members have attended the Institute. The multi-year budget allocates funds for at least 20% of ICC Austin, or 38 members, to attend NASCO by fiscal year 16-17. This year fewer members attended, but was still the second highest recorded attendance. The biggest factor discouraging attendance is the long bus ride and need to take off two days from school. Because the price for the bus per passenger is now the same as flying, staff will be considering using air travel to get ICC Austin members to Institute exclusively to try to boost attendance in 2016.

NASCO Institute

	attended	cumulative
prior	400	400
2008	17	417
2009	18	435
2010	16	451
2011	21	472
2012	21	493
2013	21	514
2014	30	544
2015	24	568

Diverse Community

INTERPRETATION

The Ends Policy calls for both a *Diverse* and *Inclusive* community, terms which are intertwined. For the purpose of implementation, staff makes the distinction between measuring diversity (*Diverse*) and the means used to attain diversity (*Inclusive*). For ICC Austin, diversity is not a simple demographic numbers game that can be managed through pigeonholing. Nevertheless, characteristics must be examined to to evaluate diversity. ¹²

UT students form the majority of the ICC Austin membership. Thus, ICC Austin should strive to achieve diversity *at least* commensurate with the levels found in that student population. Diversity includes age, race, ethnicity, religion, gender, sexuality, national origin, disability, economic status, and area of study. ¹³

All that said, even within a relatively homogenous group, there is good reason to celebrate diversity in the sense that all people are unique. Subjective member satisfaction with the level of diversity in their cooperative communities provides a reasonable measure. ¹⁴

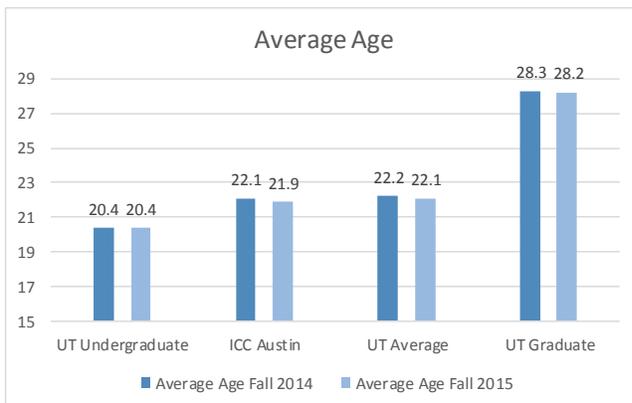
OPERATIONAL DEFINITIONS

- 12. Member diversity will at generally match the UT population, or other relevant benchmarks, and if deficient, will increase over time.
- 13. On the exit survey, an increasing number of respondents will indicate ‘Satisfied’ or ‘Extremely Satisfied’ when asked about the ICC Austin environment providing sufficient diversity. Incremental increases to this number will indicate progress.

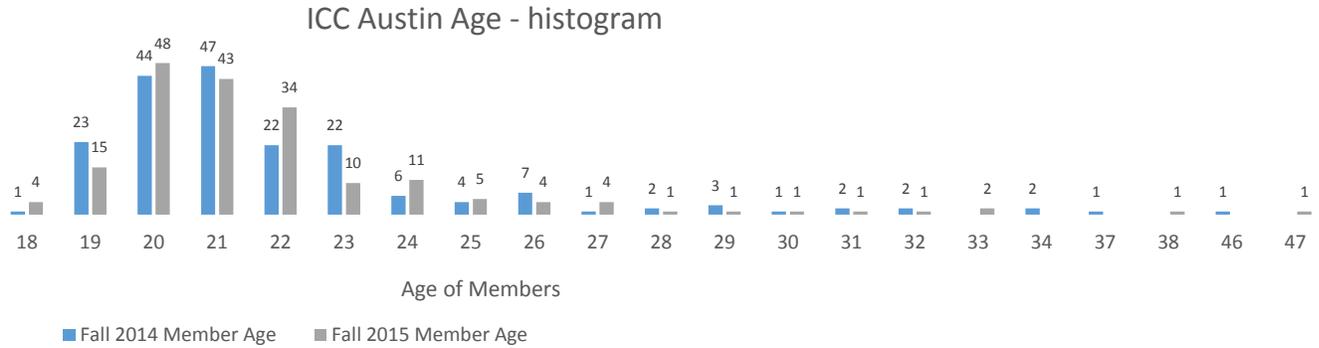
DATA MEASURING PROGRESS

- 13. The first demographic sampling took place in the spring 2015, giving ICC Austin a starting point for looking at changes in diversity from various perspectives. The next survey will be conducted as part of the spring 2016 contract signing process. UT data is from their published 2014 and 2015 statistical handbooks.

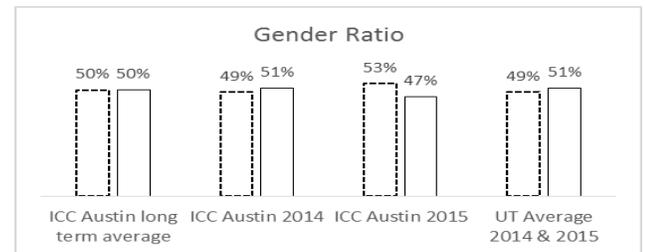
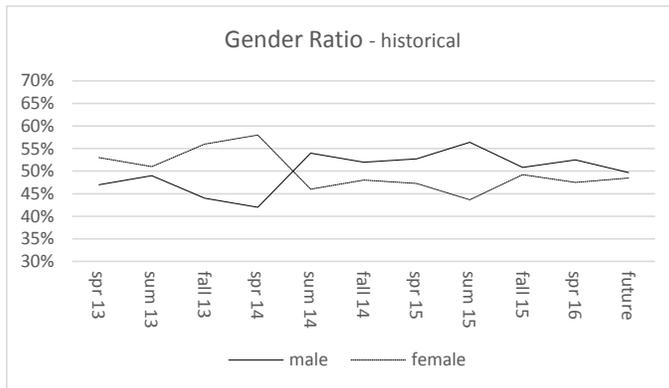
Age:



The ICC Austin average age compares favorably with the UT population. For the past two years, median age at ICC Austin has been 21.



Gender:



Because ICC Austin does not discriminate based on gender and the relatively small population, there is normally some fluctuation in the gender ratio. However, the most recent ICC Austin average is very close to the UT ratio.

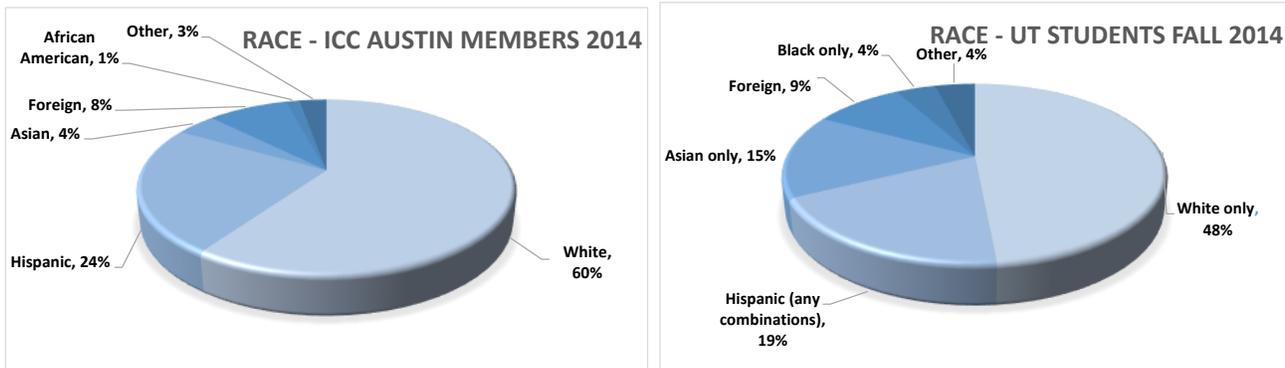
Classification:

Classification	ICC Austin		UT
	2015	2016*	
Freshman	14%	1%	15%
Sophomore	26%	12%	16%
Junior	29%	22%	18%
Senior	22%	46%	27%
Graduate	9%	12%	23%

*new member signing still in progress (more freshmen and sophomores to come)

ICC Austin differs significantly from the UT distribution in terms of student classification. However, staff believes that adequate diversity with respect to this criteria is being achieved. The graduate student levels are most likely lower due to the group style of living ICC Austin offers, as opposed to apartments and other family-friendly environments that would cater to the needs of graduate students.

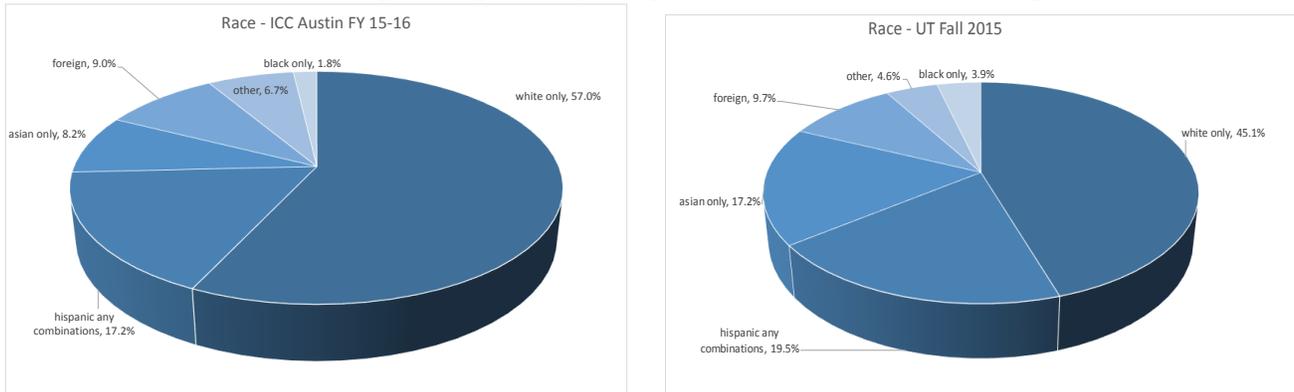
Race:



The charts above show the data for spring 2014, and although based on a limited data set, probably approximates the overall ICC Austin picture for all of FY 2014-15.

Based on the data available – and as has long been known in less formal terms - the ICC Austin population is not representative of the overall UT student population (or the Texas population). In particular, Asian and African American groups are under-represented.

The data for the current and upcoming fiscal years present more or less the same picture.



Members are asked to take a demographic survey when signing contracts. About 80% of members chose to identify their race. The following table shows respondents that indicated “white” as their sole, or part of, their racial identity:

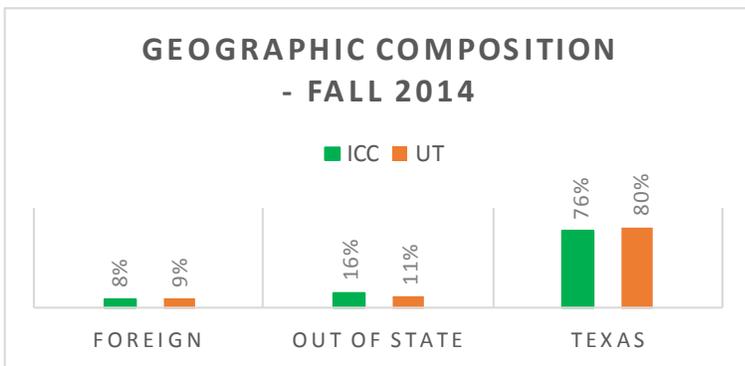
	FY 2014-15	FY 2015-16	FY 2016-17*
white	69.8%	66.3%	69.9%
not white	30.2%	33.7%	28.6%

*to-date data

Over the years (decades really), improving racial diversity has been a major aspiration for ICC Austin. And now, we have some data by which to gauge future changes. The business plan addresses the racial characteristics of the ICC Austin population in two ways: First, staff will continue work to promote

safe, inviting, and healthy communities using existing and to-be-developed programs, such as new member orientations, house officer summits, and other informal events. Last year it was hoped that formal anti-oppression training would provide a way to move this issue forward, but lack of participation both at ICC Austin and College Houses, made us rethink the strategy. Secondly, staff has created a targeted marketing and outreach plan. Part of that plan will be careful listening – to make sure that ICC Austin isn’t unknowingly biased against certain populations, and part will be just getting the word out to groups that may just not know ICC Austin is even an option, or perhaps has an unfavorable impression. One concrete step forward has been the beginning of a relationship between ICC Austin and College Forward, an organization that helps first-generation college students from high school through college.

Geographic Composition:

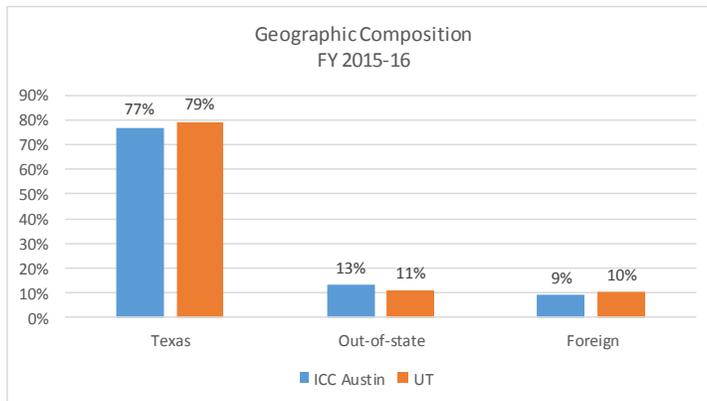


Country of Origin

fall 2014

Australia	1
Britain	1
France	5
Germany	3
Italy	1
Mexico	1
Portugal	2
Spain	1

Overall ICC Austin compares favorably with the UT population in the three large categories reported by the University. However, when looking within the foreign student population, extreme differences arise. For example, the table lists the nationality of the fifteen ICC Austin foreign students in the fall 2014 (93% European). By contrast, 67% of UT foreign students are from either China, Korea, India, and Mexico. In the following fiscal year which includes an entire year of data, we see a less drastic, but still very significant bias in favor of European groups in our foreign population.



FY 2015-16 Foreign Regions of Origin

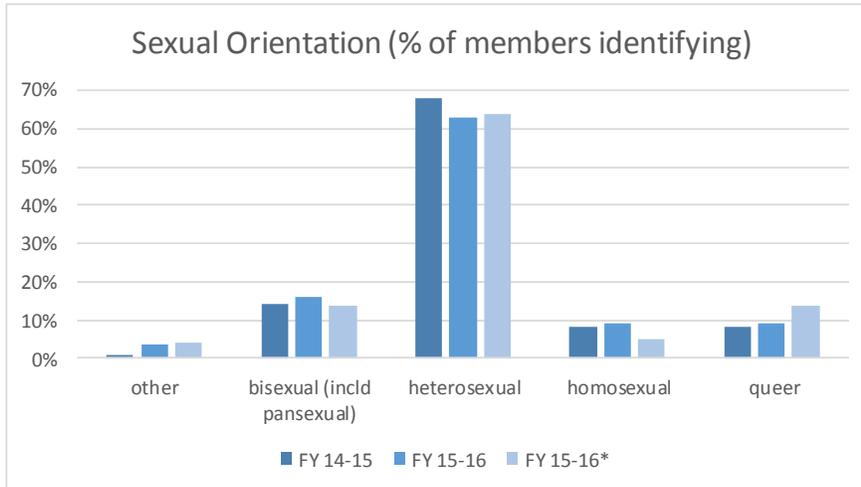
Western Europe	11
Asia	8
Central/South America	3
Australia/Canada/Estonia	3
Saudi Arabia	1

China/Korea/India/Mexico

ICC Austin	31%
UT Austin	67%

Improving diversity in this area is not currently a high priority under the business plan. However, staff hopes that work to improve racial diversity in general will indirectly improve this characteristic.

Sexual Orientation:



Not surprisingly, UT does not collect or publish data on sexual orientation. Further, there is no consensus or reliable objective basis for determining adequate diversity in this area. What we can do, though, is track changes over time. This will provide some valuable insights about this important characteristic. *Partial year data.

Disability (Accommodation):

	ADA Accommodation Requests
FY 07/08	1
FY 08/09	0
FY 09/10	0
FY 10/11	0
FY 11/12	0
FY 12/13	0
FY 13/14	1
FY 14/15	2
FY 15/16	2

Disability data for the UT student population is not available. However, ICC Austin can perceive various conditions, and make note of requests for accommodation under the Americans with Disabilities Act (ADA). This is also an appropriate section to make note of progress towards compliance with ADA, in terms of building accessibility.

(The two requests in FY 15/16 were only for a couple months each.)

	building access (ramp)	bathroom access	bedroom access	kitchen access	notes
Arrakis	2004	2004	2004	2004	full downstairs accessibility
Avalon	1994	no	no	no	
Eden	no	no	no	no	
French House	no	no	no	no	
Helios	no	2013	2013	no	
HoC	no	no	no	no	
New Guild	2008	2008	no	2010	
Royal	no	no	no	no	
Ruth Schulze	2017	2017	2017	2017	if built, all 34 beds will be accessible
Seneca	2012	2012	2012	no	kitchen too small to be accessible

Providing facilities that are accessible is both legally required, and necessary to promoting a diverse environment. The business plan calls for creating a facilities plan that incorporates full ADA compliance. After the Ruth Schulze project is completed, we will be in a better position to accurately schedule the accessibility upgrades at the other houses.

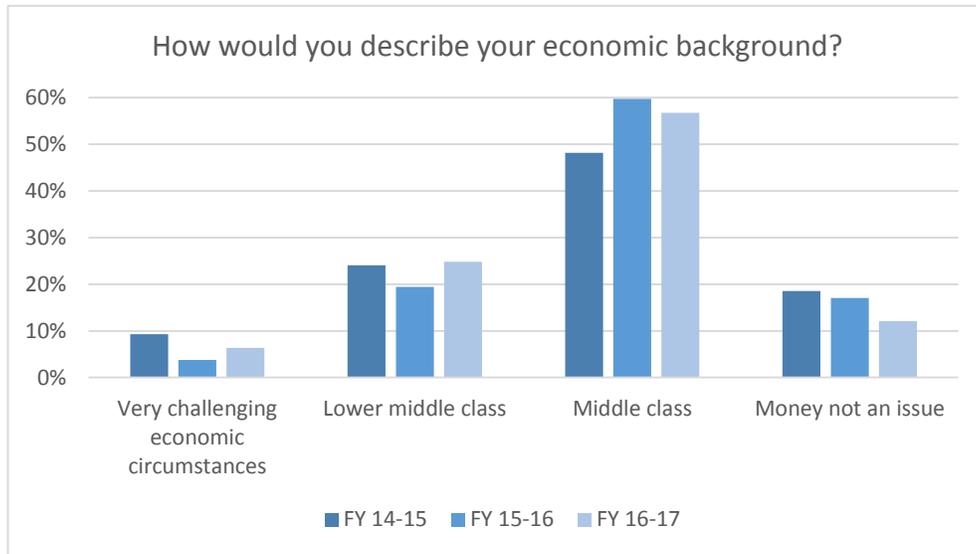
Note that the Ruth Schulze house will have more accessible rooms than all the other houses put together.

Economic Status:

	Need-Based Financial Aid							
	FY 16-17*	FY 15-16	FY 14-15	FY 13-14	FY 12-13	FY 11-12	FY 10-11	FY 09-10
UT total undergraduates		39,619	39,523	39,979	39,955	38,437	38,420	38,168
awarded need-based financial aid		15,240	15,482	16,447	16,621	16,345	16,102	15,336
		38.5%	39.2%	41.1%	41.6%	42.5%	41.9%	40.2%
ICC Austin members receiving aid	45.5%	34.3%	46.3%					

*partial year data

From the limited data available, it appears that ICC Austin members receive need-based financial aid at levels similar to the UT population. A more subjective survey question yielded the following results:



The data show a substantial amount of diversity in terms of overall economic situation. This is important, because diverse and inclusive communities, that is, healthy communities, should bring together people from different backgrounds under the umbrella of cooperation. On the other hand, the cooperative needs to do more work to either serve a somewhat higher proportion of lower income members to continue truly deserve the large annual tax subsidies. (see *Texas Non-profit Corporation*)

Policy Monitoring – Ends

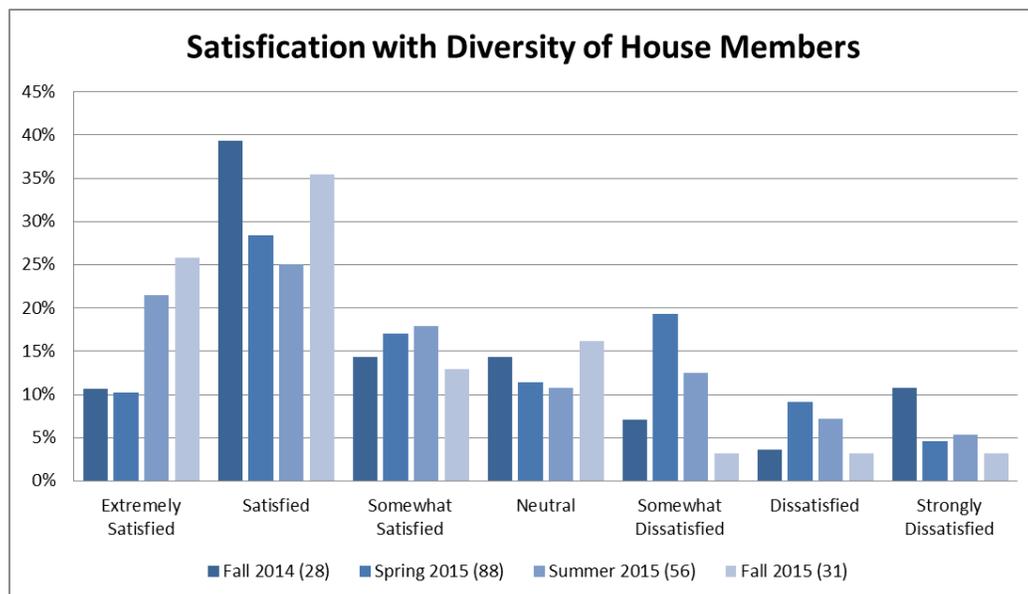
Last year, the Board requested additional quantitative data on economic status, so an additional question was added to the demographic survey. Here is the partial year data:

Income Levels (as a % of membership)

Income level	FY 16-17
\$24,250 or less	15%
\$24,250 to \$46,080	18%
\$46,080 to \$76,800	28%
\$76,800 to \$107,520	16%
over \$107,520	24%

For reference, median family income for Austin is \$76,800. About 60% of ICC Austin members being served are below that level, which is the correct bias assuming that ICC Austin should be striving to serve lower-income groups that would otherwise be unable to attend college (see articles of incorporation). However, the second largest group of members comes from the over \$107,520 category representing the top 15-20% of U.S. earners. While circumstances certainly vary, it is safe to assume that the majority of members in this group, or about 25% of ICC Austin members, could live somewhere more expensive, could pay more to ICC Austin, and are occupying spaces that could go to people more in need of the affordability. However, keep in mind that this is only a small data set and that we’ll need to see how the numbers evolve over the next two years before we have a good benchmark.

- Tracking diversity through measurable data provides ICC Austin with a clear understanding of where we stand in different demographics. We can also monitor subjective opinion on diversity. Starting with the fall 2014 move-out survey members were asked, “How satisfied were you with the diversity of members in your house?” A comment from one responder sums up the overall data. “ICC Austin is full of open minded people that embrace diversity, but houses generally are not that diverse.”



Inclusive Community

INTERPRETATION

Based on Board discussions, diversity at ICC Austin should be achieved primarily through creating safe, inviting spaces that would appeal to a diverse range of people. Non-exploitation and anti-oppression, that is to say actively challenging exclusive structures, are considered essential to achieving a respectful, inclusive environment. In short, inclusion requires teaching, self-reflection, and willingness to change exclusive patterns of behavior. 15,17

Actively reaching out to underrepresented potential members about the availability of ICC Austin cooperative housing is necessary to be truly inclusive. 16

Inclusion includes not only fighting exclusion, but also ensuring minority voices are heard in ICC Austin democratic decision-making. A subjective question regarding minority voices provides a suitable measure. 18

OPERATIONAL DEFINITIONS

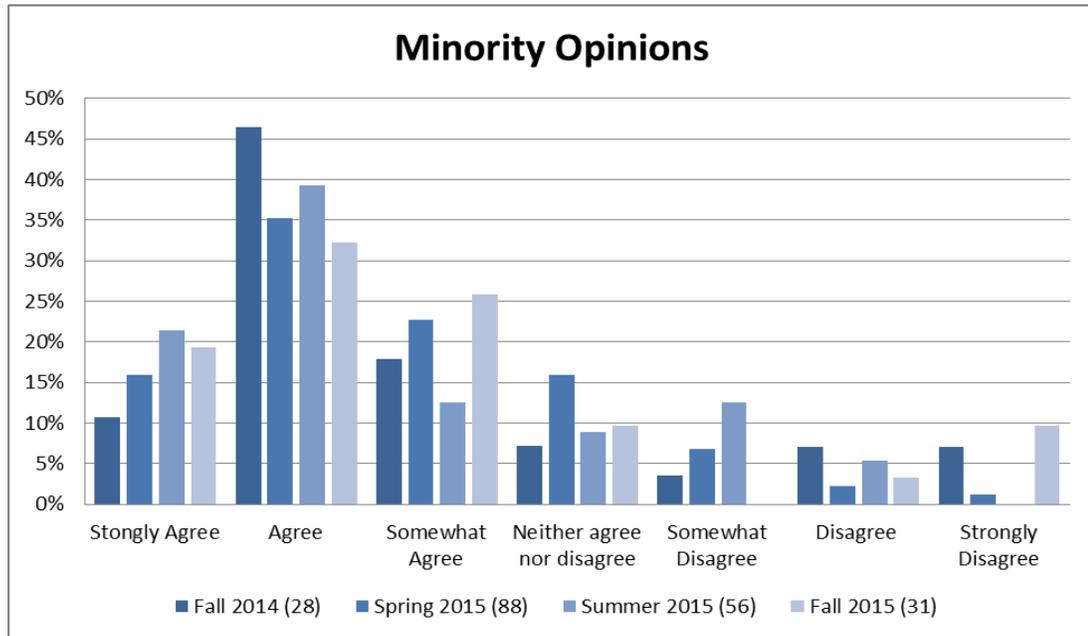
15. An increased number of members from the previous semester will attend the annual anti-oppression training each year.
16. The results of targeted marketing campaigns will demonstrate increases in diversity.
17. The diversity of house communities, as self-defined by each house, will increase over time.
18. On the exit survey, an increased number of respondents will indicate that minority opinions were adequately heard during formal and informal decision-making while they lived at ICC Austin. Incremental increases to this number will indicate progress.

DATA MEASURING PROGRESS

15. ICC Austin has hosted two anti-oppression trainings – Fall 2014 & Fall 2015. Participation at both events has been dismal. Nine members and one staff member attended in 2014; and five members and one staff member in 2015. Staff is exploring other avenues for fall 2016 inclusivity training that are not as costly and would foster great participation among members.
16. At the end of this fiscal year, ICC Austin will have its first ever strategic Communications & Outreach Plan. Once launched, ICC Austin will be able to objectively measure the results of targeted outreach campaigns.
17. Another strategic objective in the business plan is to foster an environment that creates diversity and inclusivity. Specific near-term goals include developing a process for “house summits” to discuss house themes, think about their identity, and give feedback on how they want their houses promoted. The current diversity among houses, such as upper division, vegetarian, meat-always, etc. is great, but having even more diverse house atmospheres could attract an even

wider range of people. Feedback from the houses on their self-identification will be reported in the future.

- Members were asked on the Exit Survey, “Would you agree that minority opinions were adequately heard and considered during formal and informal decision making?”. The survey results indicate minority opinions are being heard and considered. Many written survey comments alluded to patterns of ‘group think’ within houses. Providing meeting facilitation training might bring out the quieter voices.



Promote the Transformation of Society Toward Cooperation, Justice, and Non-Exploitation

INTERPRETATION

Adhering to cooperative principles naturally leads to justice and non-exploitation. Operating ICC Austin on a cooperative basis will help achieve greater cooperation in the world as experienced, educated members leave the organization to live elsewhere in society. 19

Member conversations consistently speak of the transformative impact of ICC upon their lives. A subjective question about how members believe living in ICC Austin will impact their future use of cooperatives provides a suitable measure. 20,21

Perhaps the best measure of ICC Austin’s effectiveness would be getting feedback from the members who have lived in ICC Austin since inception. Unfortunately, this data will not be available until a functional alumni network is established (also see long term communities section).

OPERATIONAL DEFINITIONS

- ICC Austin membership, consisting of both class A and B members, grows.

Policy Monitoring - Ends

- 20. On the exit survey, an increasing number of respondents will indicate that living in ICC Austin has broadened their knowledge of the cooperative movement.
- 21. On the exit survey, an increasing number of respondents will indicate that, at least in part due to living at ICC Austin, they plan to use cooperative services after leaving ICC. Incremental increases to this number will indicate progress.

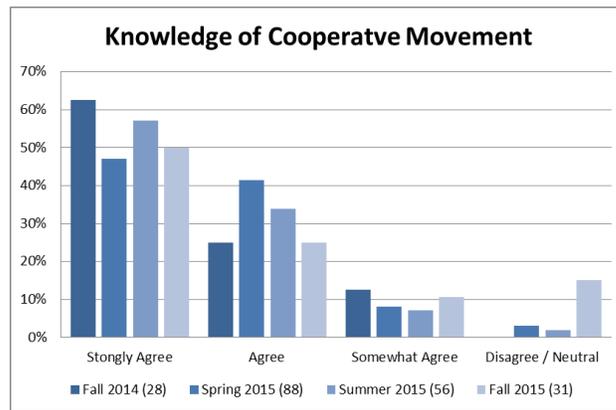
DATA MEASURING PROGRESS

Total Membership

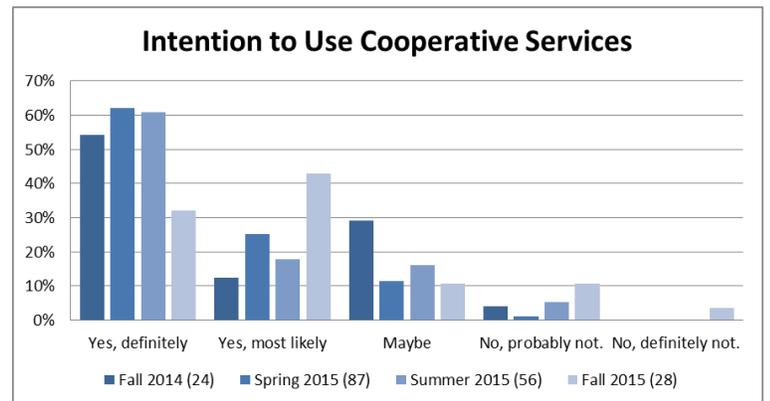
- 19. Over the past two years, ICC Austin added almost 300 new members. Although this number is a little lower than in the recent past, it is good because it is due to better member retention.

Fiscal Year	New Members	Total Members (Class A & B)
15-16	151	6,281
14-15	142	6,130
13-14	156	5,988
12-13	149	5,832
11-12	176	5,683
10-11	144	5,507
09-08	148	5,363
08-09	159	5,215
07-08	182	5,056
06-07	182	4,874
05-06	181	4,692
04-05	166	4,511
03-04	176	4,345
02-03	169	4,169
Prior	4,000	4,000

- 20. On the exit survey, members are asked, "Would you agree that ICC Austin has broadened your knowledge of the cooperative movement?"



- 21. In addition to establishing that ICC Austin is promoting the cooperative movement, there is also a question to determine intent to use cooperative services in the future. Members were asked, "Do you intend to use cooperative services in the future?" Overwhelmingly, 65% or more of respondents indicated intentions to use cooperative services in the future.



Provides Affordable Housing

INTERPRETATION

There are inherent limitations and tensions in a system where you pay to provide part of something, consume part of it, and want what you pay in to be as little as possible. This is especially true when the part you give is easily measurable (money) and how much you use is very difficult to quantify. ICC Austin finds itself in exactly this position. Because the vast majority of ICC Austin economic resources are generated from current members, *providing affordable housing* to those same current members always requires a balancing act.

Staff considers *Provides* from three perspectives. First, we should respect the sacrifices of past members who gave more than they took, making ICC Austin available to the future. To honor that legacy, current and future members should also put in more than just the minimum. Second, ICC Austin has duty to provide meaningful affordability to current members. And third, ICC Austin should work to provide expanding cooperative opportunities to future members. The desire to expand, and not merely maintain a status quo, has been enshrined in the ICC Austin bylaws since inception. 24, 25

A definition of *Affordable* that will allow ICC Austin to provide ongoing affordability must be relative. For starters, we must consider *Affordable* from the perspective of past, present, and future members. For example, a large across the board rent increase today may seem unreasonable, but could look like a great deal in the future. And conversely, self-serving decisions made today may simply stick it to future generations.

Further, relative affordability needs to acknowledge, to a reasonable degree, the unequal and inequitable socioeconomic reality. Namely, what might be really affordable to one person may be totally unaffordable to another. This situation can be partially managed through differential pricing between private and shared rooms, with the deepest levels of affordability possible in shared rooms. 22

ICC Austin should strive to dig even deeper though, to provide (as reasonable) the cooperative living opportunity to members under extreme economic hardship. Over time, this can be managed through the development of scholarship funding. 23

OPERATIONAL DEFINITIONS

22. Rent rates for private rooms will stay below the 65% efficiency limit and for shared rooms below the 30% efficiency limit based on HOME Program Rent Limits published annually by US Department of Housing and Urban Development (HUD).
23. The development of scholarships enabling ultra-low-income members to attend UT will increase over time.
24. ICC Austin total investments in expansion will increase over time.
25. The amount of cooperative housing capacity provided by ICC Austin will increase over time.

26. On the exit survey, an increasing number of members will indicate ICC Austin provided them with an affordable housing option.

DATA MEASURING PROGRESS

22. The table below shows the rent rates changed over the past three years as well as the Board-approved rates for the next four years. In all cases, they are below the affordability threshold.

ICC Austin Rent Rates versus HUD Rent Limit Definitions

Fiscal Year Beginning	2012	2013	2014	2015	2016	2017	2018	2019
Double Rent - ICC Austin	353	348	346	344	366	379	391	387
30% HUD Rent Limit	384	398	396	404	411	419	427	436
	31	50	50	60	45	40	36	49
Single Rent - ICC Austin	483	478	479	499	541	554	561	567
50% HUD rent limit	641	641	660	672	683	697	711	725
	157	162	181	173	142	143	150	158
Food	115	120	120	120	120	120	125	125
Utilities	72	78	83	85	84	86	89	93
Co-op Services	15	9	15	15	15	15	15	15
	202	207	218	220	219	221	229	233

For an organization that depends on member payments for nearly 100% of operating revenue, being able to provide these levels of affordability, sustainably, is a major accomplishment.

23. Board discussion over the past two years indicates strong support for ICC Austin scholarship programs. However, scholarships would be a new frontier both in terms of figuring out where to get the funding, and ensuring fair and equitable member treatment. As with the alumni program, ICC Austin needs to develop a strategy and resources over the next few years before jumping in. Developing a scholarship program is part of the business plan and will show up as a line item in the next 4-year financial budget. Staff is already experimenting with fundraising, e.g. amazon smile and the I Live Here, I Give Here campaigns.

Investments in Expansion

24. Prior to 2000, it does not appear that ICC Austin set aside funds specifically for expansion as called for in the bylaws. However, since then, this has been an organizational priority. The table to the right shows the increasing savings investments in expansion over the past fifteen years. Since FY 08-09, most net operational revenue has been directed to the expansion fund, and the last two fiscal years continue this pattern.

Of course, merely saving for expansion isn't enough. The good news is that ICC Austin is actually spending significantly on expansion, using savings, grants, and loans.

Fiscal Year	Contribution	Accumulated Total
00/01	14,423	14,423
01/02	15,250	29,673
02/03	15,550	45,223
03/04	18,115	63,338
04/05	16,729	80,067
05/06	17,178	97,245
06/07	16,399	113,644
07/08	18,092	131,736
08/09	39,248	170,984
09/10	30,674	201,658
10/11	36,404	238,062
11/12	67,921	305,983
12/13	44,118	350,101
13/14	41,508	391,609
14/15	41,871	433,480

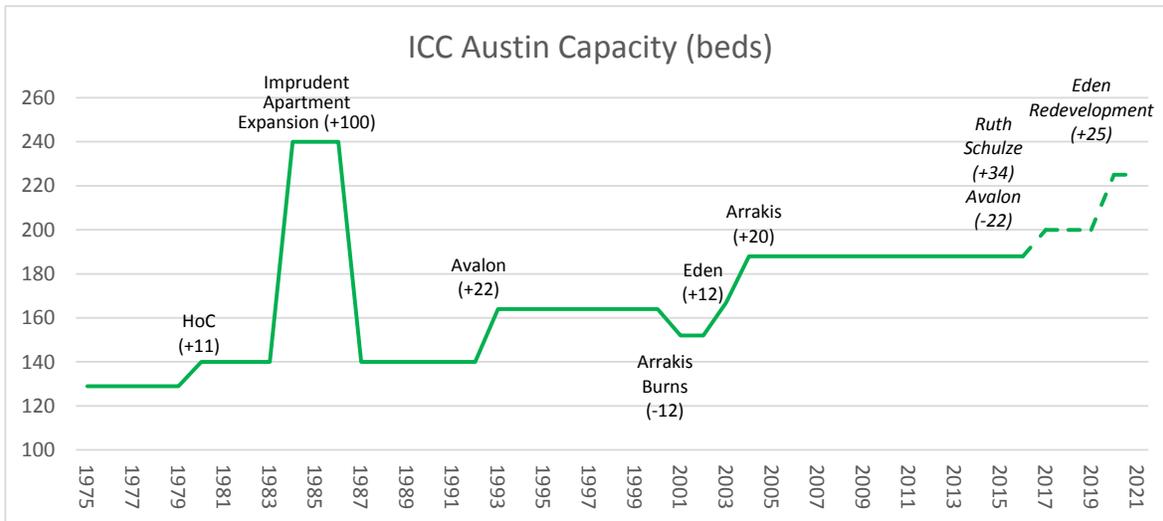
The following is a summary of actual expansion spending for the Ruth Schulze project:

\$241,430 – cost of land, cash paid
 \$ 11,165 – interest on loan for balance of land cost
 \$ 72,309 – architectural and engineering costs, to-date

 \$324,904 - TOTAL

- 25. The University of Texas has about 50,000 students, 8,000 of which are housed in on-campus dorms, leaving about 42,000 potential UT co-ops. Of that number, about 750 actually live in co-ops, and ICC Austin’s share of 188 comes out to 0.5% of potential UT student members. There is definitely room to grow.

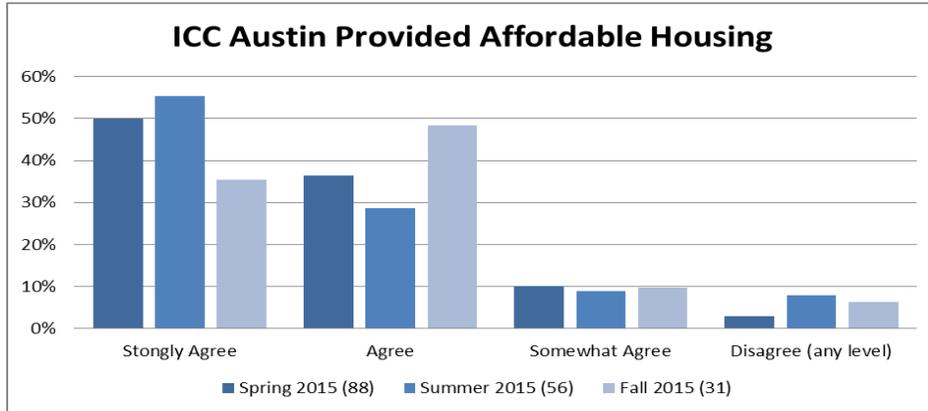
Over the past 45 years, ICC Austin has very gradually increased capacity, and is now considering a major development: The Ruth Schulze Student Housing Cooperative. In addition, longer range expansion projects are being developed as part of the current business plan. This section of the Ends report shows the progress, past and present, of these multi-year, even multi-decade, strategic movements.



Over the past decade, ICC Austin has invested heavily in expansion – in terms of savings, developing robust governance structures, community involvement, and active investigation. These efforts paid off in 2013 with the purchase of the land for the planned Ruth Schulze expansion project. Over the past two years, incremental progress has been made to ready the property for development. Beginning in the spring 2015, the Board dug into the project in earnest, and is scheduled to make a go/no-go construction decision in April 2016. As part of the expansion component of the business plan, we are also looking ahead to the potential Eden redevelopment, which is tentatively scheduled for 2020.

Avalon: Of course, the other bid news this year was notification from the property owners not to expect the Avalon lease to be renewed for FY 16-17. In the end, the owners did extend the lease another year, but ICC Austin needs to begin operating without the expectation of a continuing Avalon. The eventual loss of Avalon will be a stinging 22 member loss.

26. On the exit survey, members are asked, “Would you agree that ICC Austin provided you with an affordable housing option?” Note – this question was added to the Exit Survey in May 2015.



Students

INTERPRETATION

The articles of incorporation call for ICC Austin to provide educational services relating to the University of Texas exclusively to eligible and qualified students. Because of the significant cross-feeding of local non-profit colleges, especially Austin Community College, providing housing to members attending other local, accredited non-profit higher educational institution reasonably, although often indirectly, supports education at the University of Texas. A person is considered a student if they are enrolled at least half time (six credit hours or more) at a local accredited non-profit higher education institution. 26

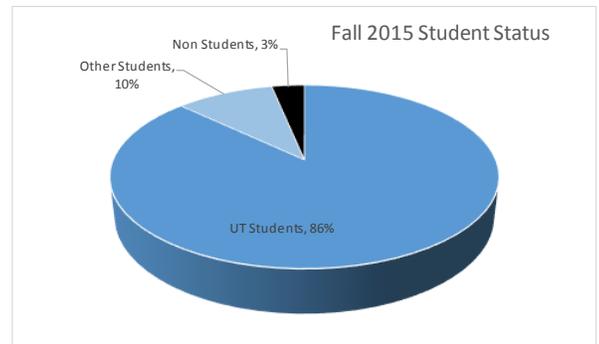
During summer and mid-semester, when student availability can be severely limited, ICC Austin *may* provide housing to non-students to maintain consistent operations and thereby provide better service to student-members during the academic year. These members are fully informed of the need to become verified students in order to sign future contracts.

OPERATIONAL DEFINITION

27. Except for those receiving the “grandfather” exemption, all members signing for academic year contracts demonstrate proof of enrollment.

DATA MEASURING PROGRESS

26. Fourteen members qualified for the grandfathering in FY 14-15 with six of them actually students. For FY 15-16 the grandfathered number is down to eight. All other members signing academic year contracts for FY 14-15 and FY 15-16 showed proof of enrollment and certified that they would be qualified students.



P o l i c y M o n i t o r i n g – E n d s

	Students	Non Students	Students (%) of Total ICC Members)		School Attended Fall 2015	
					Count	% of Total Students
Fall 2015	176	6	96.7%			
Fall 2014	183	8	95.8%			
Fall 2013	178	8	95.7%			
Fall 2012	161	24	87.0%			
Fall 2011	159	25	86.4%			
Fall 2010	161	25	86.6%	UT	161	89%
Fall 2009	169	18	90.4%	ACC	15	8%
				Other	5	3%

The student status requirement for academic year contracts, enacted in 2013, has enabled more than 45 student members to use ICC Austin services than would otherwise have been the case. Further, at least one of the grandfathered members chose to attend school, partly as a result of the policy. As previously demonstrated, the benefits of being a non-profit educational organization serving UT students are huge. The data indicate ICC Austin serves its target population increasingly well and does not face significant of losing non-profit status for unrelated business activities, i.e. providing housing to non-students.

Cooperative basis

INTERPRETATION

Though not incorporated as a cooperative, ICC Austin operates to the extent possible following the values and principles of cooperation promulgated by the International Co-operative Alliance. The requirement to operate on a cooperative basis, and progress towards this goal, is fully addressed at least annually as part of the B-Global Executive Constraint limitations monitoring report. ²⁷

OPERATIONAL DEFINITION

27. Board acceptance of the most recent B-Global Executive Constraint monitoring report adequately demonstrates ICC Austin operates on a cooperative basis.

DATA MEASURING PROGRESS

27. The Board accepted the B-Global Executive Constraint monitoring reports in March and December 2015. Both reports indicated full compliance with the policy. See those reports, available at iccaustin.coop/boardinfo, for exhaustive details of ICC Austin operations in the context of the seven cooperative principles.

Policy Monitoring – Ends

Enhances member education

INTERPRETATION

Per the Articles of Incorporation, ICC Austin promotes “excellence in standards of education.” To accomplish this, ICC Austin fosters learning and personal development. To begin with, simply learning to live in a cooperative community naturally provides an avenue for personal growth. In addition, ICC Austin hosts multiple education events each semester. Some of these events include new member orientation, house officer training, conflict resolution training and an annual anti-oppression training. These workshops offer practical skills that members can use to further develop the ICC Austin community while also providing valuable, real-world tools that can be used throughout a member’s life. ICC Austin continuously refines the education offerings based on member feedback and interest – and most importantly to make wise use of the limited time of our student members.

Measuring participation at the trainings, as well as the variety of trainings offered, demonstrates progress towards creating environments that enhance member education. 28

OPERATIONAL DEFINITIONS

28. Participation targets will be set and tracked for each ICC Austin event.

DATA MEASURING PROGRESS

28. See data previously presented on new member orientation, house officer training, conflict mediator training, anti-oppression training, NASCO and general membership meetings.
3,6,8,10,12,15

Encourages the formation of long lasting communities

INTERPRETATION

Encourages means optional and enticing methods. *Long lasting* implies durability, resilience, and continuity. ICC Austin houses persist through time though members spend only a short time living in ICC. Thus, long lasting communities should both be measured both in the shorter academic year timeframe of specific groups as well as longer periods. 29, 30

The longer periods should demonstrate stable house cultures and the building of lasting relationships that extend beyond the world of ICC Austin (alumni). 31

OPERATIONAL DEFINITIONS

29. The average member stay in ICC Austin will be at least four semesters.
30. House member retention will be above the following thresholds: summer/fall - 30%, fall/spring - 70%, spring/summer - 50%, spring/fall - 50%
31. An alumni network will develop over time.

DATA MEASURING PROGRESS

29. Four semesters is a reasonable goal because it covers members staying an entire calendar year plus a summer, as well as those living at ICC Austin for two academic years. In both those cases, that member experience plays a vital role in community longevity by providing the essential overlap during the regular semester turnover.

Semesters Lived at ICC Austin Per Member (end of spring semester)

	Spring 16	Spring 15	Spring 14	Spring 13	Spring 12	Spring 11	Spring 10	Spring 95	Spring 90
Average	4.2	4.5	4.1	4.4	3.6	3.7	3.5	2.6	2.7
Median	3.0	3.5	3.0	3.0	2.0	3.0	3.0	2.0	2.0

The data show that over the past four years ICC Austin has seen a marked increase in length of stay, and even more promising, a possible favorable shift in the median stay. For the past three years, about one third of members stay four or more semesters, and as the median stay shows, half of members live at ICC Austin more than three semesters, and half less than three semesters. In any case, the current levels of member retention and experience appears to be a sustainable one.

30. In order to maintain long lasting and healthy communities, there needs to be enough member retention each semester to allow houses to absorb new members. In cases when this doesn't happen, the organization may need to step in to help. This is not the end of the world, but does take resources. The target numbers for retention are educated guesses on what is required for good house community continuity. As the data set grows, the target numbers will be adjusted to minimum sustainable levels.

We now have two years of data to look at. The spring to fall retention numbers are significantly lower this year, significantly missing the 50% target. There did not seem to be any operational problems at the house level due to the lower number of returning members. (Staff pays special attention to larger turnover at individual houses to make sure that house communities have whatever support they need to be successful.)

House Member Retention

	Spring to Summer 2014	Spring to Summer 2015	Summer to Fall 2014	Summer to Fall 2015	Fall 14 to Spring 15	Fall 15 to Spring 16	Spring 14 to Fall 14	Spring 15 to Fall 15
Arrakis	50%	40%	30%	45%	70%	65%	50%	40%
Avalon	59%	59%	59%	50%	91%	82%	59%	36%
Eden	53%	47%	40%	53%	93%	73%	67%	47%
French	30%	40%	55%	45%	40%	70%	55%	45%
Helios	53%	41%	47%	65%	88%	76%	59%	47%
HoC	33%	52%	41%	44%	74%	78%	37%	41%
New Guild	55%	n/a	42%	n/a	87%	77%	48%	39%
Royal	41%	47%	24%	59%	82%	76%	29%	24%
Seneca	58%	42%	47%	47%	58%	79%	37%	37%
Average	48%	46%	43%	51%	76%	75%	49%	39%
targets	50%	50%	30%	30%	70%	70%	50%	50%

31. Several notable past efforts to begin an alumni program include the 1996 ICC 60th anniversary bash, 2004 Arrakis post fire reconstruction alumni drive, and 2007 Austin Coop Fest. All ultimately failed because of inadequate follow-through. Successful alumni programs require the dedication of resources over a sustained period – and more importantly – a good strategy.

The ICC Austin business plan puts an alumni program on the radar, to begin in earnest in perhaps three years. This schedule recognizes ICC Austin’s organizational limitations and overall priorities. As ICC Austin exited a major governance and staff transition period last year, it enters a period of capacity and competence building. Part of what will be developed is the ability to create and maintain a successful alumni program. In the meantime, staff will be informally studying the extremely successful Berkeley Student Cooperative alumni program, working with College Houses to see if collaboration might be possible, and otherwise gaining information that will help ICC Austin hit the ground running in the future.

Fosters responsible citizenship

INTERPRETATION

At ICC Austin, members learn how democracy functions within a self-determined governance structure. This experience of working with groups to get things done enables more and better participation in their communities, states, and country during the rest of their lives.

Fostering responsible citizenship includes participating in democratic leadership elections, and in developing leaders who can provide society with strength and guidance. These leadership development opportunities abound in the elected officer positions at both the house and organizational level. 32,33

When responsible citizens enter into agreements, they make every effort to fulfill them. Analyzing the completion of contractual obligations and late fees provide reasonable measures. 34,35

OPERATIONAL DEFINITIONS

32. Voting participation in ICC Austin elections and ballot referendum will be at least 50% and increase over time.
33. The total number of elected leaders will increase over time and the leadership composition will be increasingly representative of the membership (diversity).
34. The percentage of members not fully completing their contractual obligations as measured through bad debt expense will decrease over time.
35. The number of late fee charges will decrease over time.

DATA MEASURING PROGRESS

32. Historically, ICC Austin-wide votes occur just after the fall and spring General Membership Meetings (GMM). Fall and spring GMMs may or may not feature a ballot referendum, while the spring GMM always provides the venue for the board officer candidate presentations and subsequent election.

Ballot Referenda and Board Officer Elections Participation

	Fall 2004	Spring 2007	Spring 2008	Fall 2009	Spring 2009	Spring 2010	Spring 2011	Spring 2013	Fall 2013	Spring 2014	Fall 2014	Spring 2015	Fall 2015
Arrakis	3	n/a	6	8	n/a	3	19	7	2	12	4	2	0
Avalon	2	n/a	4	5	n/a	4	15	16	6	4	4	7	4
Eden	4	n/a	7	3	n/a	5	5	9	11	12	6	5	4
French	8	n/a	10	7	n/a	8	8	7	17	7	3	11	6
Helios	12	n/a	3	3	n/a	0	6	6	12	10	13	10	9
HoC	5	n/a	5	8	n/a	4	11	4	4	14	3	6	5
New Guild	2	n/a	10	6	n/a	5	11	16	4	15	5	16	2
Royal	11	n/a	16	7	n/a	6	7	11	8	7	3	7	4
Seneca	9	n/a	4	5	n/a	1	3	15	10	13	8	16	9
TOTAL	56	74	65	52	75	36	85	91	74	94	49	80	43
Participation %	30%	39%	35%	28%	40%	19%	45%	48%	39%	50%	26%	43%	23%

After the disappointing turnout for the fall 2014 bylaws referendum, staff and board officers gave the low participation rates some serious consideration. One specific action was to switch to electronic ballots, but this obviously did not have a significant impact for the fall 2015 bylaws referendum. (3 of the 9 house board representatives, and half of the board officers, didn't take 30 seconds to vote for their own referendum.)

What we are seeing is that members care much more about electing people (the spring elections) than approving relatively non-controversial policies – which stands to reason. Nevertheless, more effort needs to go into improving voting on non-exciting, but extremely important issues. We had 90 votes for the spring 2015 t-shirt design, and 56 votes for the new ICC Austin house sign design, so it's not about ability to participate, it's about enticing members to care enough to take action.

As with everything we are doing, this is not a numbers game. We truly want members engaged in the decision-making, not thoughtlessly ticking off boxes to win a prize or just voting for their friends.

33. ICC Austin holds quite a few elections each year, mostly at the house level with members voting for their house officers. Holding elections strengthens our organizational and national democratic systems.

ICC Austin Elections

	House Elections	Board Officer Elections	Total	
Prior	7,400	200	7,600	<i>estimated 1971-2012</i>
FY 13-14	208	4	212	
FY 14-15	216	4	220	
FY 15-16*	208	4	212	
Total			8,244	

*assumes 4 spring board officers elected

Another useful measure is to look at the number of new leaders, that is, members who have not previously served in an elected ICC Austin position. We see that nearly half of all elected leadership positions in ICC Austin are held by new leaders. Creating new leaders is an important way ICC Austin promotes responsible citizenship.

Number of New Leaders Elected

	summer	fall	spring	Total
Prior				3,800 <i>estimated</i>
FY 14-15	37	36	33	106
FY 15-16	18	27	31	<u>76</u>
Total				<u>3,906</u>

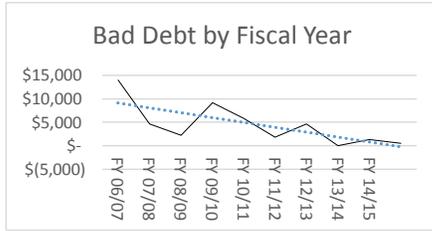
Finally, the members stepping up to be leaders need to be representative of the membership as a whole. Staff will be looking at ways to effectively gauge progress towards getting equitable representation from people of color and women. For now, we only have very subjective data that people of color make up about 20% of elected leaders. For gender, the data is readily available, and shows that ICC Austin does fairly well when compared with the outside world, but still has progress to make. While ICC Austin may need to make sure women feel more empowered to take on elected positions in general, in the key leadership positions women are proportionately represented.

Leadership Composition by selected position

		Summer 2014	Fall 2014	Spring 2015	Summer 2015	Fall 2015	Spring 2016
TRUSTEES							
Leadership Composition	Male	4	2	2	4	6	4
	Female	5	7	7	4	3	5
BOARD REP							
FY 14-15	Male	5	4	4	4	5	4
	Female	4	5	5	2	4	5
FY 15-16	Male	116	104	54%	46%		
	Female	116	87	57%	43%		
MEMBERSHIP							
	Male	1	3	4	2	2	2
	Female	8	6	5	6	7	7

- In the area of bad debt, we continue the trend towards having effectively none, demonstrating that the vast majority of members fulfil their financial obligations towards their cooperative. Good organizational policies and communication produced at least a part of the bad debt reduction over the past three years. ICC Austin no longer allows members to get too far behind in rent without a plan. This is both fair to the member falling behind, and to the rest of the ICC Austin membership.

Policy Monitoring - Ends



Bad Debt

FY 06/07	\$ 13,998
FY 07/08	4,609
FY 08/09	2,204
FY 09/10	9,193
FY 10/11	5,853
FY 11/12	1,779
FY 12/13	4,633
FY 13/14	-
FY 14/15	1,322
FY 15/16	542

35. Consistent and fair policies have played a major part in the reduction in the number of times ICC Austin has had to apply late fees to member accounts. The 30% fewer late fee charges in FY 13-14 and FY 14-15 translated into much better use of staff time for productive purposes. (It takes a significant amount of time to notify members and actively pursue collection.) However, for FY 15-16 we see an increase in the number of late fees. There are a couple explanations, including increasing the number of payments plans that members can use each year from two to three, and having all August member cost share payments due on August 1st. While these new processes probably resulted in increased numbers of late fees, they did so in a way that doesn't impact staff efficiency and promotes the affordability component of the Ends Policy.

Number of Late Fees Assessed

	monthly average													annual total	jun-jan total
		jun	jul	aug	sep	oct	nov	dec	jan	feb	mar	apr	may		
FY 10-11	81	78	63	153	79	65	52	82	89	74	70	84	81	970	661
FY 11-12	69	64	54	70	99	60	65	70	99	65	59	61	64	830	581
FY 12-13	76	69	52	105	88	76	75	75	101	65	57	67	78	908	641
FY 13-14	53	57	66	63	66	43	42	41	82	62	44	41	31	638	460
FY 14-15	56	33	42	65	31	58	63	55	72	49	55	63	83	669	669
FY 15-16	70	49	69	107	68	59	65	73	82	62					634