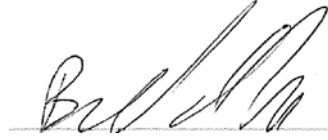


Ends Policy

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 year 2016-17.



Billy Thogersen – Executive Director

ICC Austin 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.

EXECUTIVE SUMMARY

The Board creates and maintains the Ends Policy to describe exactly what ICC Austin should be striving to achieve. The Board assigns responsibility for ensuring ICC Austin achieves the Ends Policy to the Executive Director. The Board requires that the Executive Director report annually to demonstrate compliance with the Ends Policy, more specifically, that ICC Austin is doing no more nor less than exactly what the Board has directed in the Ends Policy. The Executive Director believes this monitoring report demonstrates compliance with the Ends Policy in making progress towards the Board vision.

INTRODUCTION

Do not underestimate the power of this policy. The ICC Austin Ends Policy not only underlies all the activities of the cooperative, it is a living, breathing, always-becoming, constantly-referenced, regularly-critiqued, work-in-progress project of the Board. As a Board, the Ends Policy is your primary tool for defining the destiny of ICC Austin and shaping the world of the future.

ICC Austin holds open space for an enormous range of activities; from house parties to discussions of social justice; from learning to fix a toilet flapper to serving on the Board of a million dollar corporation; from resolving complex interpersonal conflict to cleaning

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

bathrooms. Every member enters ICC Austin with a unique set of past experiences, lives in unique ICC Austin communities, and leaves ICC Austin with a unique destiny. My point: Ask any member what ICC Austin is or does or should do and you'll get a different answer. If the cooperative were to always follow the spirit of each moment or of each individual member, big long-term changes would be quite difficult. What's needed is a lens to concentrate and direct efforts.

The ICC Austin Board of Directors creates the focus required for effective organizational progress via the Ends Policy. The Ends Policy formally drives ICC Austin towards the Board-directed goals. It is not a mission, vision, or slogan, but instead a structural tool used to guide every aspect of how ICC Austin operates – and this Ends Policy monitoring report exists to prove it! The Ends Policy monitoring report provides objective data to demonstrate what ICC Austin actually does to transform the world towards the one envisioned by the Board and membership in the Ends Policy.

How to read this report:

The ICC Austin Ends Policy is currently very densely packed with meaning. The economical use of words makes the policy easily accessible and quite inspiring. However, it also means a lot more work on the back end unpacking the language into operational definitions that can then be measured. In short, every word of the Ends Policy is quite important.

The first section is annotated, and the report format is the same for subsequent sections. The left hand comments describe what is being presented, while the right hand comments are the Board-level questions you should be asking while reviewing any Board policies.

What This Is

Each section begins with the Ends Policy phrase being reviewed.

An interpretation section follows, expanding on exactly what staff believes the Board intended, why it is important, and other details related to how the language intersects with the day-to-day operational realities of the organization. The goal is to achieve sufficient understanding to allow for measurable definitions to be established.

The small numbers in the interpretation sections refer to the operational definitions that the interpretative text explains

The Operational Definitions are how staff will measure progress towards each part of the Ends Policy

The data provided for each definition.

Texas non-profit corporation

The Questions You Should Ask

Is this the policy you want?

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

Is this interpretation *reasonable*?

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.

Are these definitions *reasonable* ways to measure progress?

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. (No annual ICC Austin audits conducted since 1980 have noted threats to non-profit status.)
2. ICC Austin benefits financially in a profound way from non-profit tax entitlements. As property taxes continue to skyrocket, and with the Board's recent acceptance of a budget plan that increases profit margin over the next three years, the benefits of being a 501(c)3 will also increase, allowing ICC Austin to continue providing affordable housing to students.

(Another way to look at it: The upcoming FY 17-18 savings comes out to about \$150 per member per month.)

Policy Monitoring – Ends

Non-Profit Status
Cumulative and Current Period Benefits

Constant FY 16-17 Dollars

	Prior Cumulative	FY 13-14	FY 14-15	FY 15-16	FY 16-17	New Total
Sales Tax Savings	302,602	12,982	14,530	16,834	12,521	359,469
Income Tax Savings	458,896	11,323	18,746	24,482	26,150	539,598
UNO Trust Fund*	-	-	-	-	928,000	928,000
Property Tax Savings	1,892,276	195,879	228,896	262,228	270,000	2,849,279
	2,653,774	220,185	262,173	303,544	1,236,671	\$ 4,676,346

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

Is the data relevant, and does it show progress towards the Ends?

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

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

membership meetings provide important linkage between members and ICC Austin, 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 Austin 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. 10

ICC Austin with the greater outside community:

To create mutually beneficial community beyond the confines of Current 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 Austin 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:

3. An increasing number of members will be trained in conflict mediation each fiscal year.
4. Exit survey data will demonstrate year-over-year increases in respondents agreeing that their house community constructively managed conflict.
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 member-resident agreement.
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 Austin with the outside community:

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

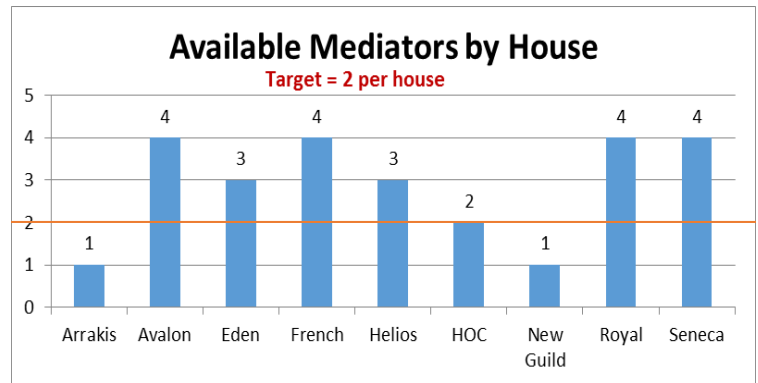
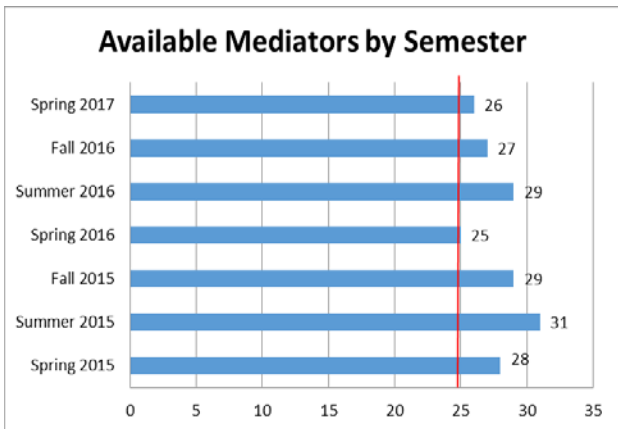
DATA MEASURING PROGRESS

- 3. ICC Austin began utilizing the current conflict resolution process and training in February 2012 which provides a definitive starting point for data collection. Over the last six years, ICC Austin has trained 137 members in confliction resolution.

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
FY 16/17	26	137

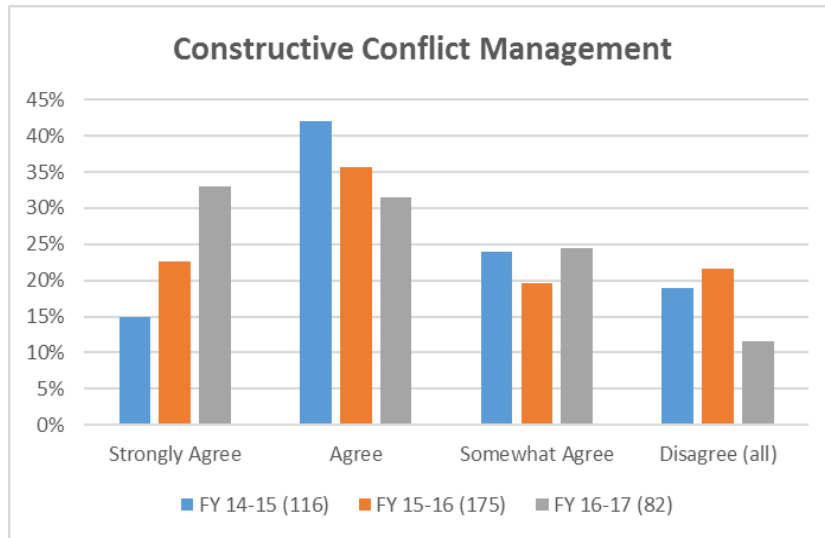
While looking at the total number of trained mediators shows progress in creating mutually beneficial communities, equally important is monitoring the number of mediators available at any given time – both at the individual houses and across ICC Austin as whole. A member or a house in need of a mediator should be able to access someone relatively quickly. Based on historical data having twenty-five mediators per semester, or two members trained per house, provides adequate coverage for ICC Austin conflict resolution needs.



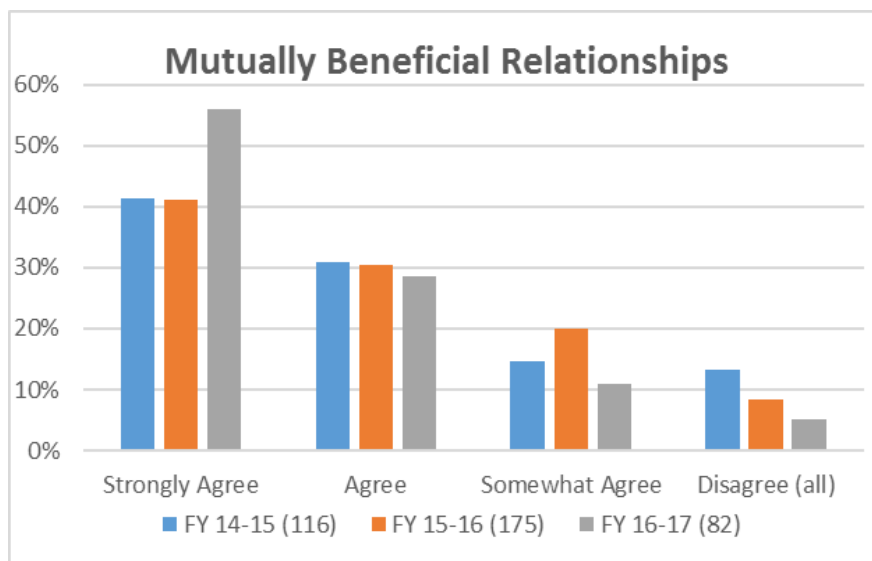
- 4. On the ICC Austin exit survey, members are asked: “Would you agree that your house community constructively managed conflict?” While purely subjective, this question provides valuable insight into day-to-day life in an ICC Austin house community. There has been steady improvement in respondents selecting “Strongly Agree” over the last two years. And for members that left ICC Austin in fall 2016, 44% strongly agreed their house constructively managed conflicts – nearly double any previous semesters. We believe this is due to a more intentional focus on conflict resolution in member education events. Equally promising, members’ reporting that their house did not constructively manage conflict has decreased.

Policy Monitoring – Ends

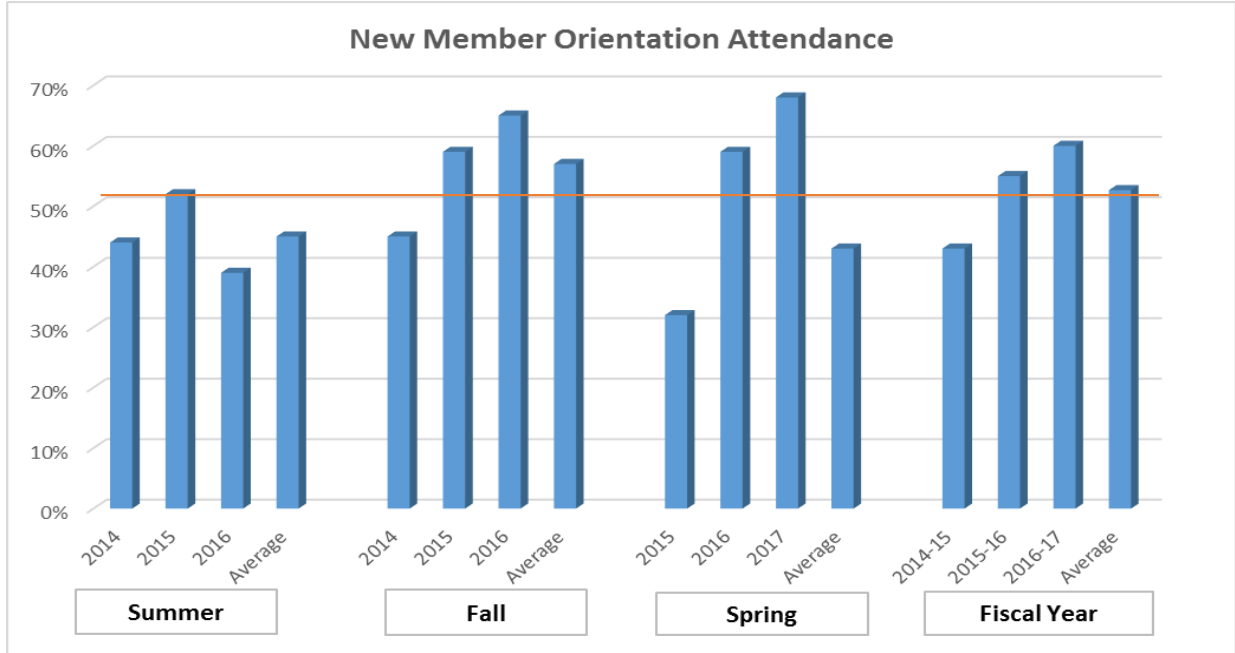
Analyzing the free response answers to this question provides additional insights: The two most common reasons noted for houses not constructively managing conflict are passive aggression and inadequate trustee involvement/unwillingness of trustee to assist with conflict.



- 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?” Over the last three years, an average of 76% of respondents indicated they agreed or strongly agreed their relationships with other ICC Austin members were mutually beneficial. This is a 3% increase from last year. For comparison, only 3% of respondents (or 18 members in the last three years) indicated their relationships with other members were not mutually beneficial. Reasons noted for being dissatisfied include clique-ness of house, lack of labor accountability, and other members being difficult to live with.



- The target attendance goal for New Member Orientation (NMO) a majority (50%) of new members. Participation has been steadily increasing over the last three years; and for FY 16-17 almost 60% of new members attended NMO. We continue to strive towards full participation. Beginning in FY 17-18, target participation will increase to 60% per semester.

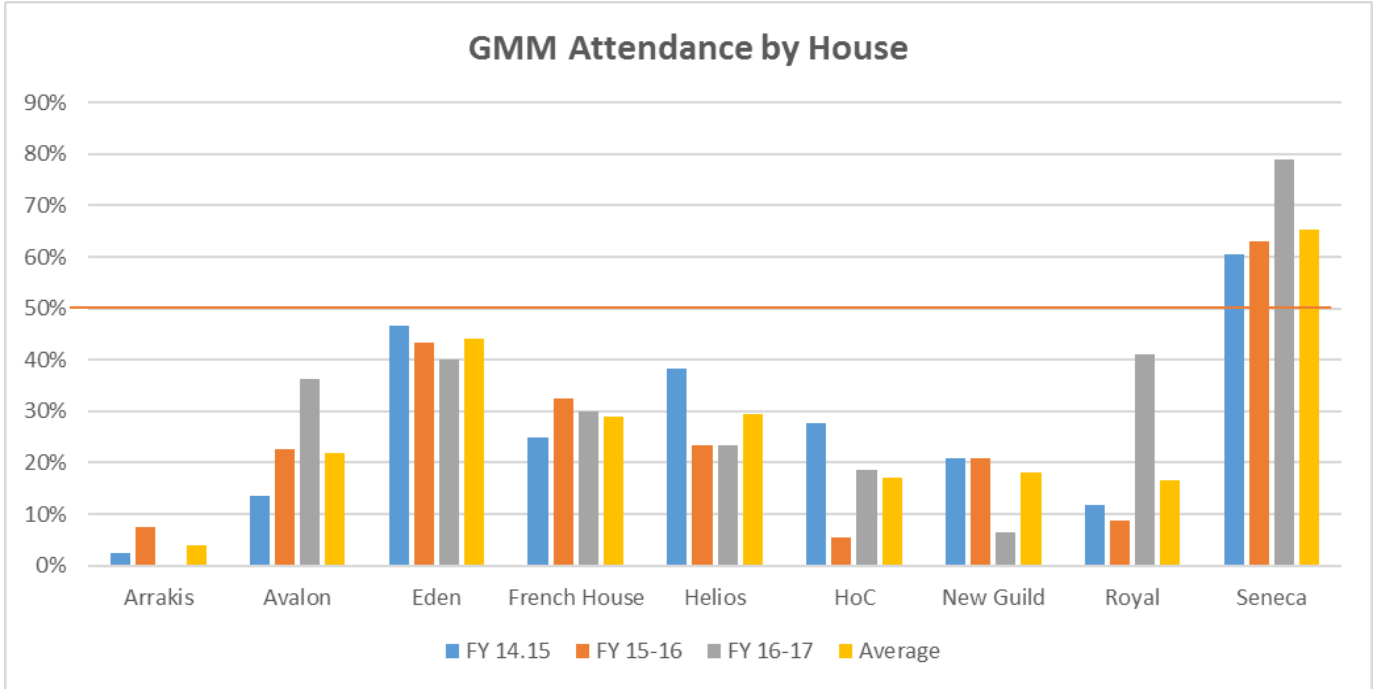


- The pre-signing, new member education launched for 2016/17 fiscal year. Every new member is now completing a brief, on-line training to help ensure they understand the nuances of ICC Austin prior to finalizing their contract. The training includes information on ICC Austin’s organizational structure, maintenance, consent and sexual assault, labor, room/house condition, and contract termination.

- 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. The goal is to achieve 50% attendance at GMM. There is still work to be done in this area.

GMM Attendance	
Spring 2014	36%
Fall 2014	23%
Spring 2015	30%
Fall 2015	22%
Spring 2016	27%
Fall 2016	29%

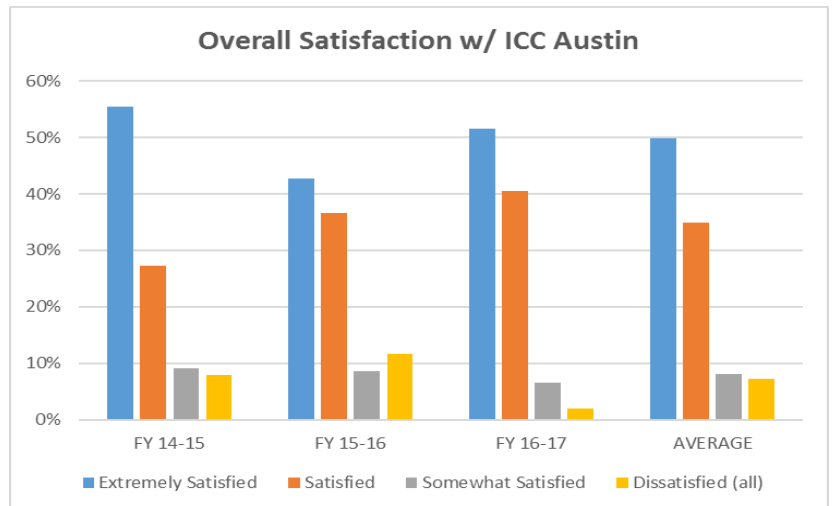
In addition, while 50% attendance would be a record for ICC Austin, it would be far less noteworthy if, for example, four houses had 100% attendance and five houses had less than 10% attendance. Therefore tracking participation of the houses is also an important measurement for GMM attendance.



9. 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.

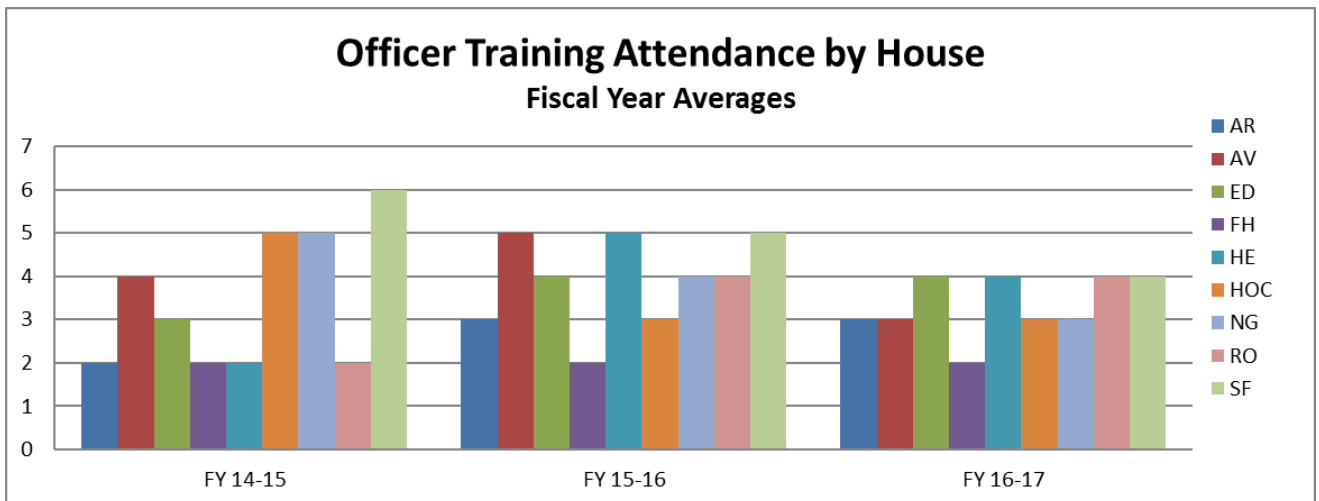
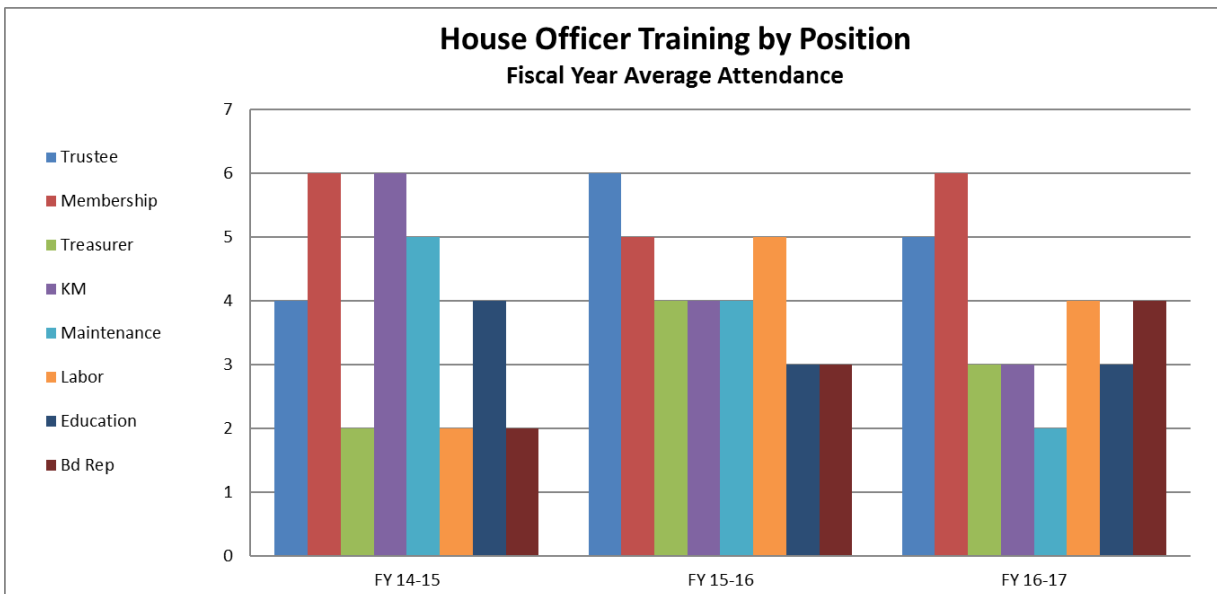
Overall Satisfaction	
FY 14-15	83%
FY 15-16	79%
FY 16-17	92%
Average	85%
Total respondents indicating Satisfied or Extremely Satisfied	

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* in their membership experience with ICC Austin. The low score in FY 15-16 can be directly attributed to significant interpersonal conflicts occurring at Arrakis.



10. With the exception of summer 2016, participation at house officer training has reached the minimum set targets for the last three fiscal years. 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.

Attendance by Semester	
Summer (Goal 30%)	
2014	38%
2015	50%
2016	25%
Average	38%
Fall (Goal 50%)	
2014	53%
2015	60%
2016	49%
Average	54%
Spring (Goal 40%)	
2015	40%
2016	42%
2017	53%
Average	45%



11. ICC Austin supports the larger cooperative movement (as well as member education and development) through attendance at the annual NASCO Institute. Since 2008, almost 600 members have attended the Institute. The budget plan allocates funds for up to 20% of ICC Austin, or 38 members, to attend NASCO. The larger number of members attending over the past three years increases the general awareness of the outside world and other cooperatives, which is very important in what can otherwise be relatively insular house communities.

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	25	569
2016	30	599

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, quantifiable characteristics must be examined to objectively evaluate diversity.

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, geographic and national origin, disability, and economic status. ¹²

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. ¹³

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

- The first demographic sampling took place in the spring 2014, giving ICC Austin a starting point for looking at changes in diversity from various perspectives. Since then, the survey questions and processes have been refined annually. Although sample size and data quality vary, there is no reason to believe that the results are not reasonably accurate. UT data is from their published statistical handbooks. Income data is published by the US Bureau of Labor and Statics and the US Census Department.

Age

Average Age

	Fall 2014	Fall 2015	Fall 2016
ICC Austin	22.1	21.9	22.1
UT Average	22.1	22.1	21.9

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

Gender

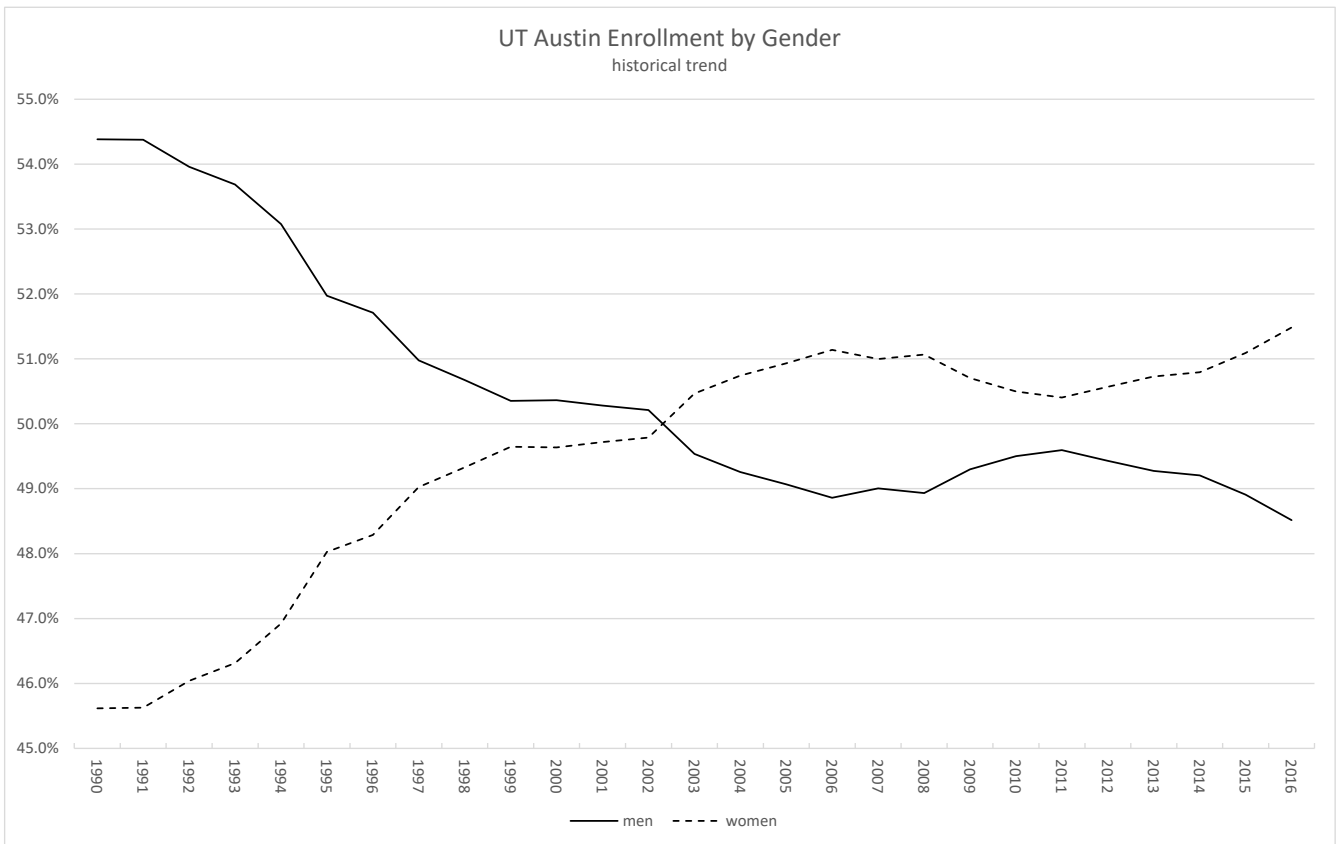
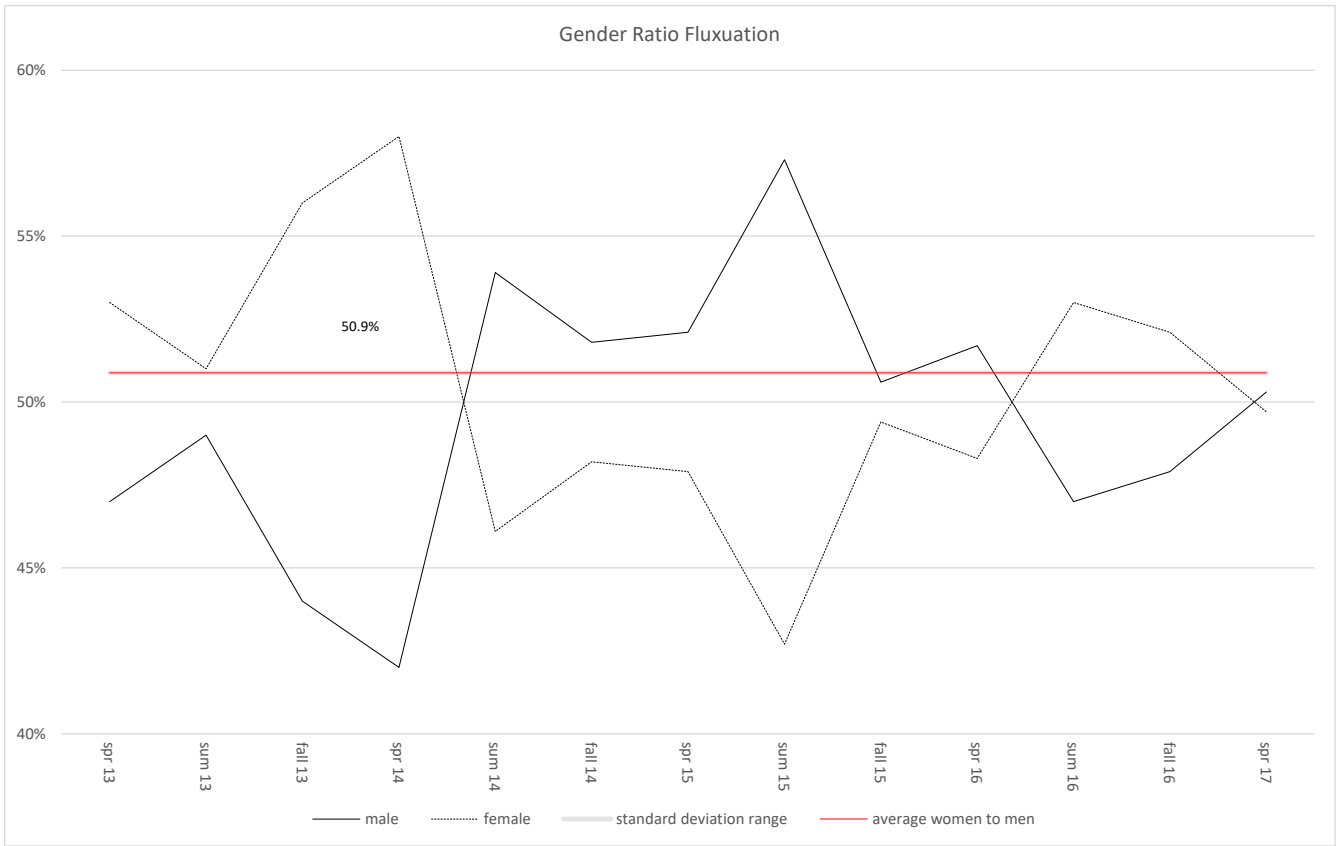
Because ICC Austin does not discriminate based on gender, and the relatively small population, there is normally some short-term fluctuation in the gender ratio. Over a longer time span the ICC Austin average is very close to the UT ratio. Note how more women attending college than men, reversing a centuries-old pattern. Since at least 2012, about 55% of UT freshmen were women.

Five of our 300 members in FY 16-17 chose not to identify as either male or female.

ICC Austin and UT Austin Gender Ratios

2013-2016		2013		2014		2015		2016	
ICC Austin average	UT Austin Average	ICC Austin (FY 13-14)	UT (fall 13)	ICC Austin (FY 14-15)	UT (fall 14)	ICC Austin (FY 15-16)	UT (fall 15)	ICC Austin (FY 16-17)	UT (fall 16)
49.1%	49.0%	44.2%	49.4%	52.4%	49.2%	52.5%	48.9%	48.7%	48.5%
50.9%	51.0%	55.8%	50.6%	47.6%	50.8%	47.5%	51.1%	51.3%	51.5%

Policy Monitoring - Ends



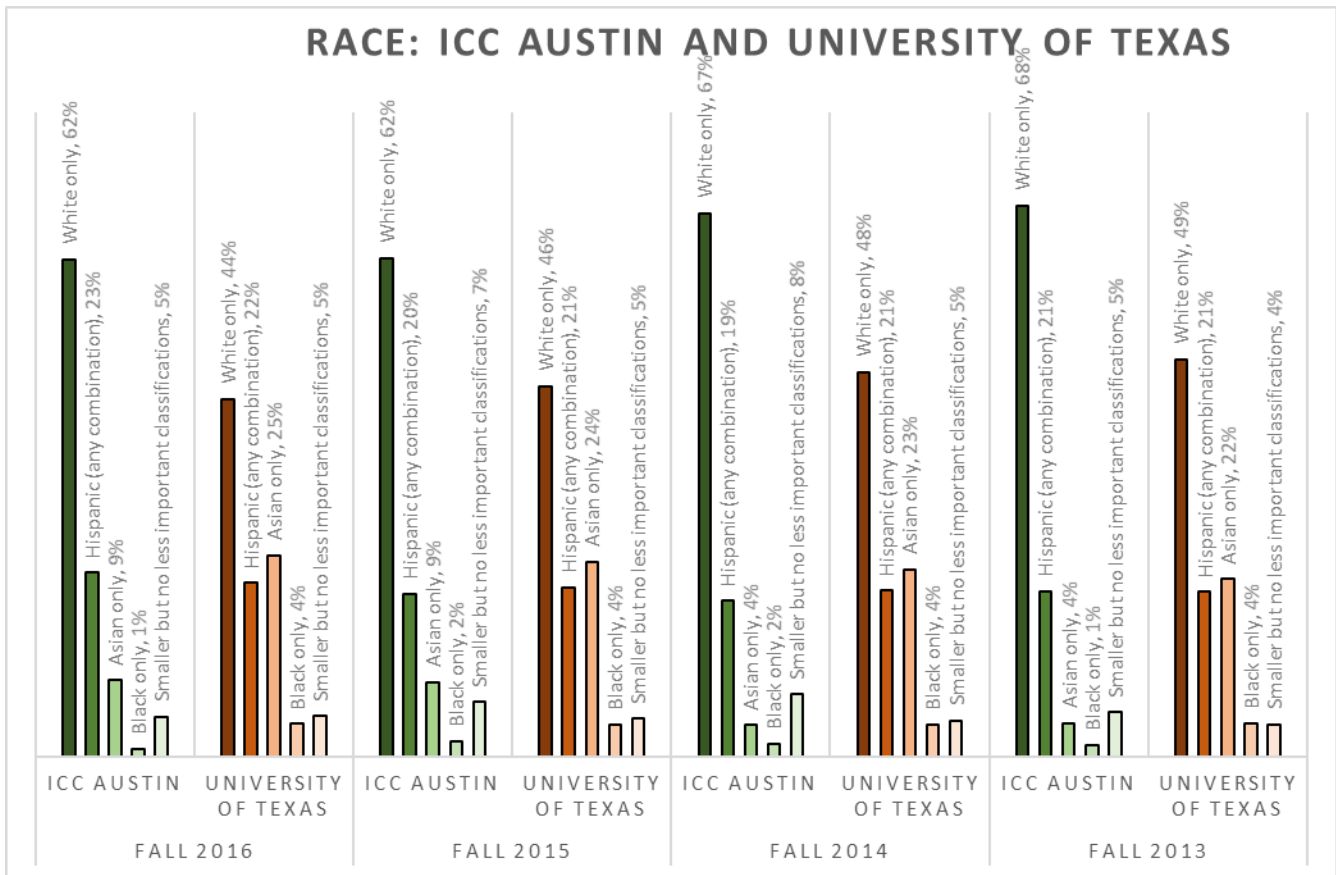
Classification

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. The other ratios are likely to vary depending on membership retention cycles, but we won't know until we get more data over the years.

Classification

	2015		2016	
	ICC Austin (FY 15-16)	UT (fall 2015)	ICC Austin (FY 16-17)	UT (fall 2016)
Freshman	14%	15%	6%	17%
Sophomore	26%	16%	16%	16%
Junior	29%	19%	23%	19%
Senior	22%	27%	36%	26%
Graduate	9%	22%	10%	22%

Race



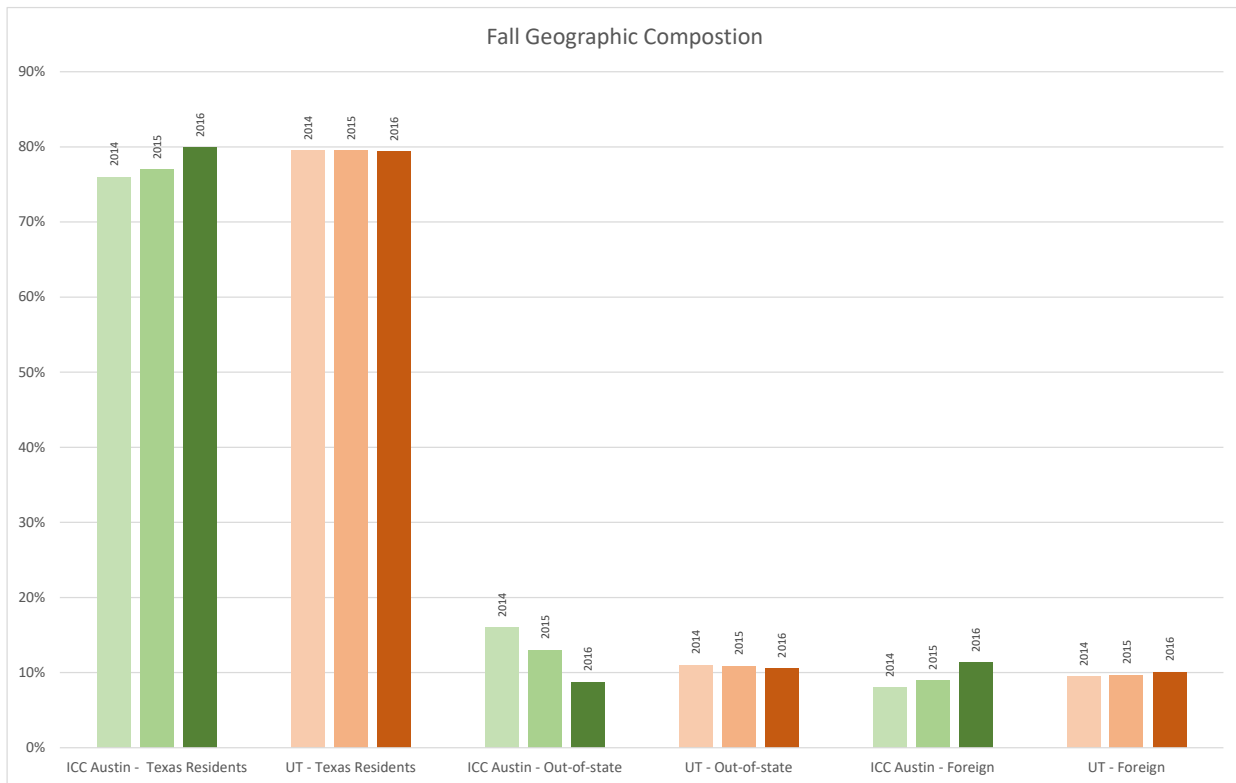
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Based on the data available – and as has long been known in less formal terms - the ICC Austin population is not representative of the overall UT student population (or the Texas population). In particular, Asian and African American groups are under-represented. The following table shows respondents that indicated white or caucasian as their sole, or part of, their racial identity. (In Texas, about 70% of 2010 census respondents indicate “white” as race):

	FY 16-17	FY 15-16	FY 14-15	FY 13-14
white	68%	67%	78%	78%
not white	32%	33%	22%	22%

Over the years (decades really), improving racial diversity has been an 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. 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



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

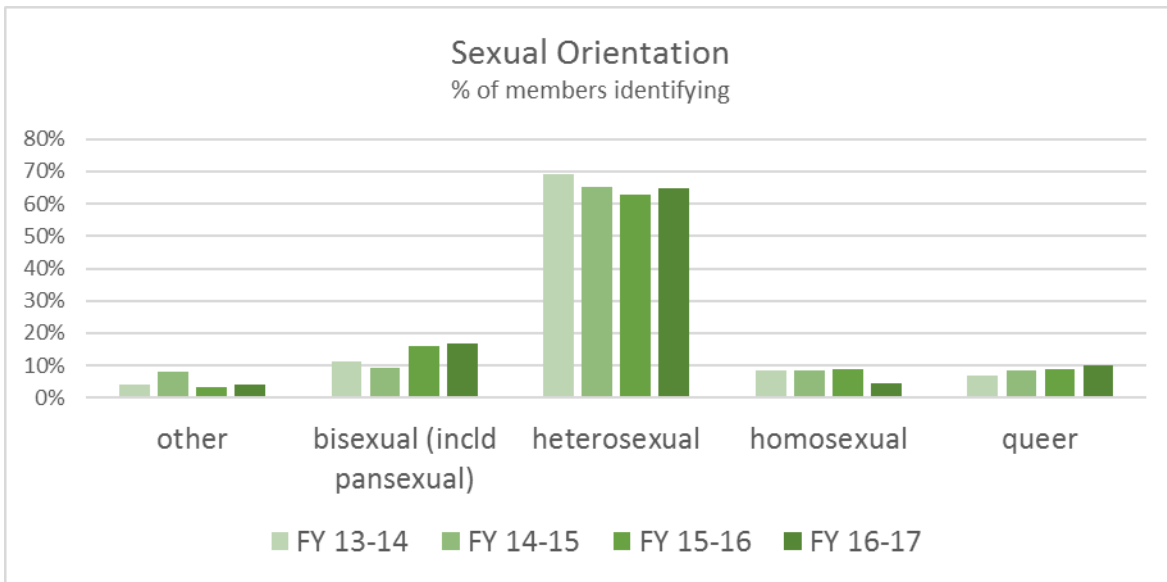
Overall ICC Austin compares favorably with the UT population in the three large categories reported by the University. However, when looking within the foreign student population, extreme differences arise. For example, the table lists the nationality of the fifteen ICC Austin foreign students in the fall 2014 (93% European). By contrast, 67% of UT foreign students are from either China, Korea, India, and Mexico. There is a very significant bias in favor of European groups in our foreign population.

Foreign Regions of Origin

	FY 15-16	FY 16-17
Western Europe	12	19
Asia	8	8
Central/South America	3	4
Australia/Canada	2	3
Saudi Arabia	1	3
<u>China/Korea/India/Mexico</u>		
ICC Austin	31%	15%
UT Austin	67%	67%

Aligning the ICC Austin and UT foreign student population geographic demographics is not currently a priority. 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 have done, though, is track changes over time. While heterosexuality constitutes a clear majority, ICC Austin has plenty of room for other orientations, and these are reflected in the membership.

Disability (Accommodation)

	ADA Accommodation Requests	
FY 07/08	1	
FY 08/09	0	Disability data for the UT student population is not available. However, the number of members needing wheelchair accessible housing seems low, and typically the ICC Austin wheelchair accessible rooms go to able-bodied members. As part of the engagement plan, ICC Austin will make sure the UT office handling students with disabilities knows about us. In addition, the room allocation policy now reserves accessible rooms for about two weeks longer than in FY 16/17.
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	
FY 16/17	0	

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

This is also an appropriate section to make note of progress towards compliance with ADA, in terms of building accessibility

	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	
<i>Ruth Schulze</i>	<i>2018</i>	<i>2018</i>	<i>2018</i>	<i>2018</i>	<i>if built, all 34 beds will be accessible</i>
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.

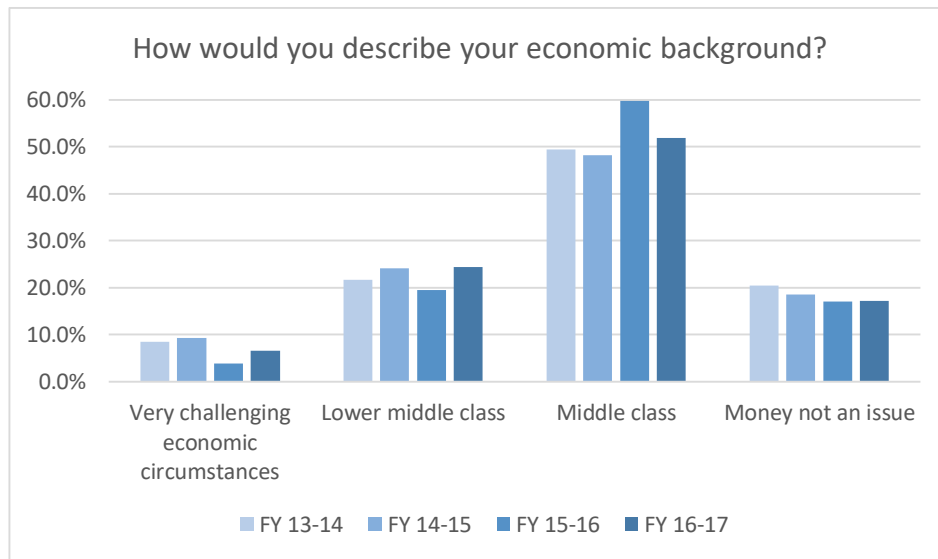
Economic Status

Need-Based Financial Aid

	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
UT (undergraduates)	40.2%	41.9%	42.5%	41.6%	41.1%	39.2%	38.5%	38.5%
ICC Austin						46.3%	34.3%	44.7%

The demographic survey asks about need-based financial aid, however, it appears that responders have been answering *yes* for receiving any financial aid *they need*. Thus, the numbers almost certainly overstate the number of ICC Austin members receiving need-based financial aid, i.e. financial aid based on financial hardship as defined by the federal government. The actual number is probably closer to a much lower 10-15%. That estimate is based on College Houses difficulties filling their 20% of affordable beds at the Super Co-op, and the ICC Austin FY 17-18 applicant pool. The demographic survey question was updated to make it clearer, but it will likely be the prioritization of need-based financial aid recipients that will generate more accurate data in the future.

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*)

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

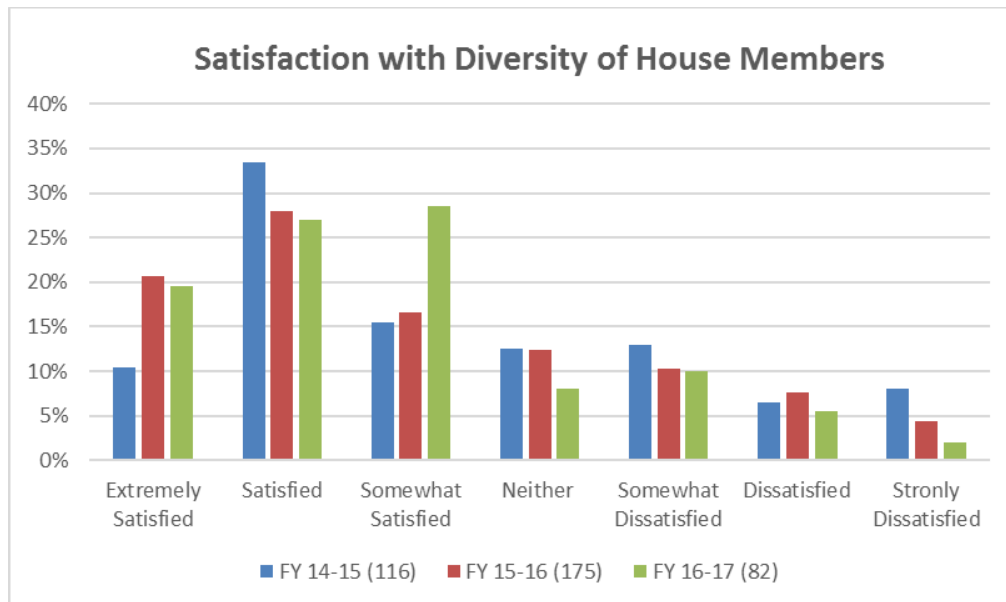
In March 2015, the Board requested additional quantitative data on economic status, so an additional question was added to the demographic survey about family income.

Income Levels (as a % of membership)

Income level	FY 16-17
\$24,250 or less	16%
\$24,250 to \$46,080	19%
\$46,080 to \$76,800	24%
\$76,800 to \$107,520	15%
over \$107,520	26%

For reference, median family income for Austin in 2016 was \$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. (also see *provides affordable housing*)

- 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. On the Exit Survey, members are 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. 14,16

Actively reaching out to underrepresented potential members about the availability of ICC Austin cooperative housing is necessary to be truly inclusive. 15

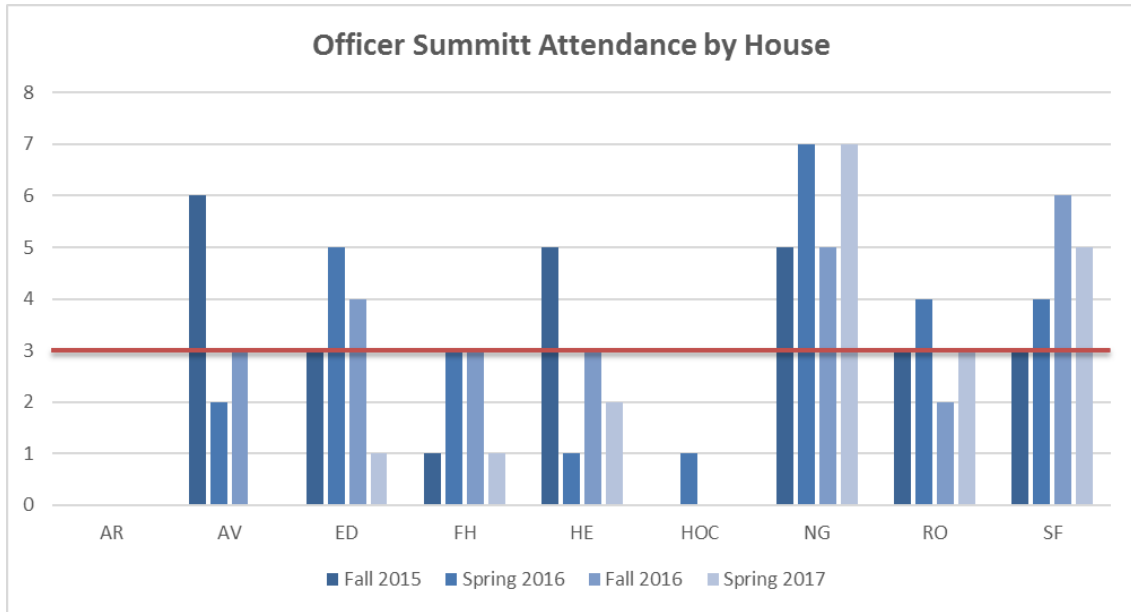
Inclusion includes not only fighting exclusion, but also ensuring minority voices and dissenting opinions are heard in ICC Austin democratic decision-making. Subjective questions regarding minority voices and dissenting opinions provides a suitable measure. 17, 18

OPERATIONAL DEFINITIONS

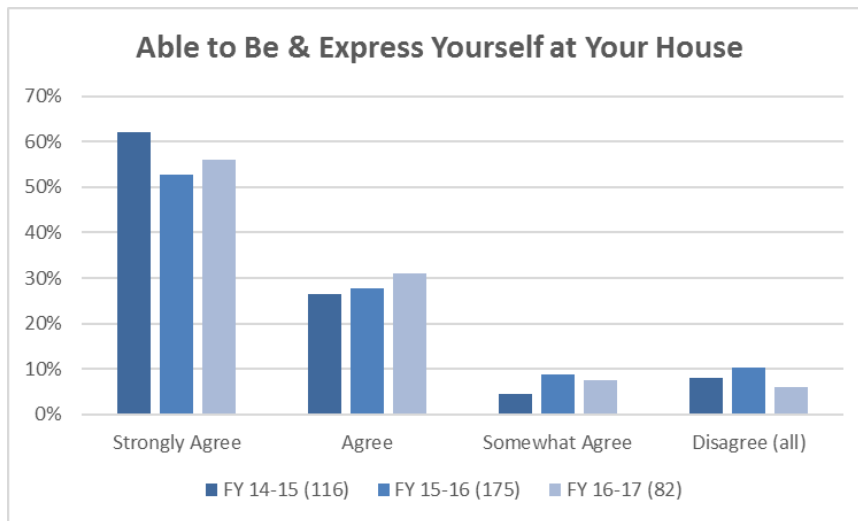
14. At least three officers per house will attend the fall and spring semester officer summits.
15. The results of targeted marketing campaigns will demonstrate increases in diversity.
16. A majority of members will indicate their house provided an environment where they felt safe to be and express themselves.
17. On the exit survey, an increased number of respondents will indicate that minority opinions (voices of marginalized persons) were adequately heard during formal and informal decision-making while they lived at ICC Austin. Incremental increases to this number will indicate progress.
18. On the exit survey, an increased number of respondents will indicate that dissenting 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

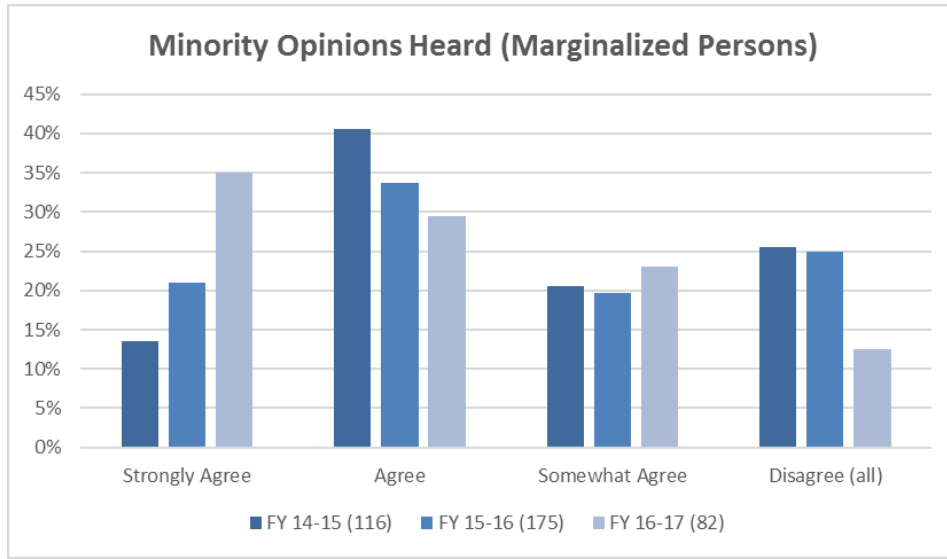
14. Beginning in fall 2015, the house officer training was separated into two events – officer training and the officer summit (to be renamed leadership summit). The summit is intended to provide a space for officers to learn and discuss varying anti-oppression issues the community faces. Discussion topics have included mental health, community conflict resolution, and inclusive leadership.



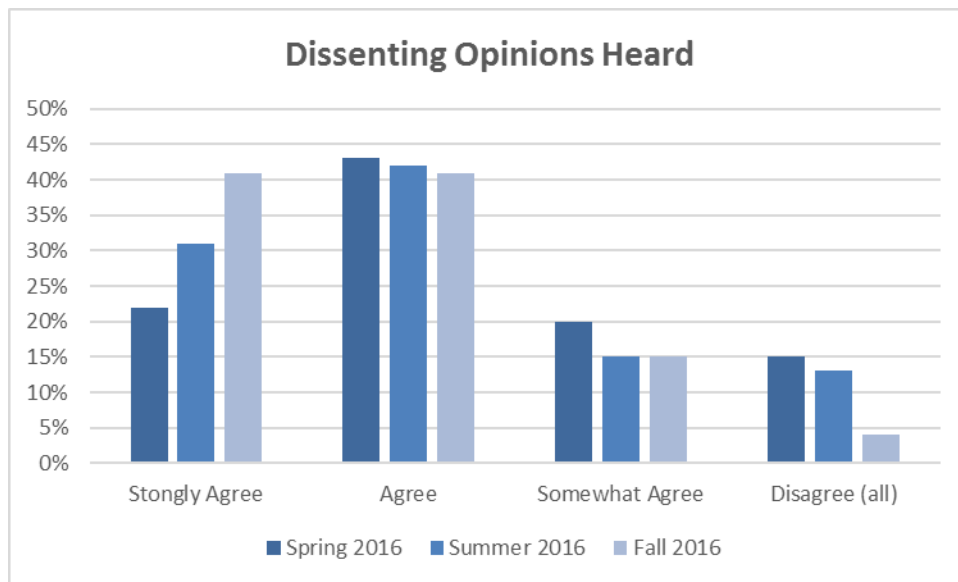
15. At the end of 2017, ICC Austin will have followed its first ever strategic Communications & Outreach Plan. Targeted goals have been set and staff will be able to report on the outcomes with the 2018 Ends monitoring report.
16. Members are asked on the Exit Survey, “Would you agree that your house provided an environment where you felt safe to be/express yourself.?” Overwhelmingly, members agree they feel safe to be/express themselves at their house. Notable reasons members expressed feeling unsafe include differing political opinion, excessive alcohol use, and not feeling comfortable to talk about issues the community was facing.



17. Members are asked on the Exit Survey, “Would you agree that minority opinions (voices of marginalized persons) were adequately heard and considered during formal and informal decision making?” Beginning with the spring 2016 survey, this question was divided between marginalized voices and dissenting opinions which might be the reason for the improvement in FY 16-17. However, many members still note that meetings are drowned out by the loudest voices.



18. Members are asked on the Exit Survey, “Would you agree that dissenting opinions were adequately heard and considered during formal and informal decision making?” Since this is a relatively new question on the survey, it is difficult to draw any conclusions from the data. Member comments indicate having dissenting opinions tended to result in negative push-back after meetings ended.



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

- 19. ICC Austin membership, consisting of both Current and Future members, grows.
- 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.

Total Membership

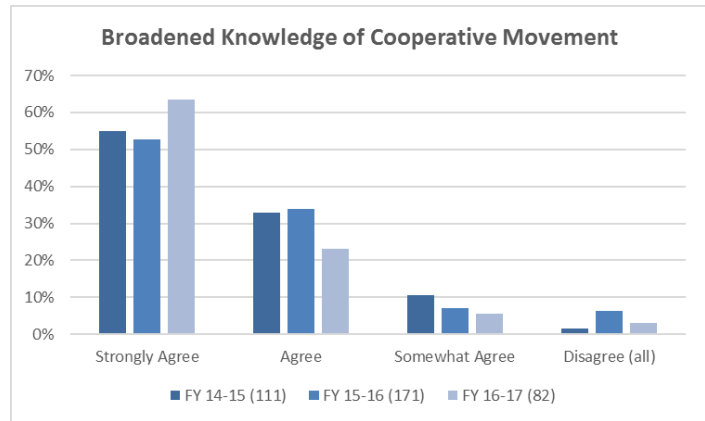
Fiscal Year	New Members	Total Members (Current&Former)
16-17	157	6,438
15-16	151	6,281
14-15	142	6,130
13-14	156	5,988
12-13	149	5,832
11-12	176	5,683
10-11	144	5,507
09-08	148	5,363
08-09	159	5,215
07-08	182	5,056
06-07	182	4,874
05-06	181	4,692
04-05	166	4,511
03-04	176	4,345
02-03	169	4,169
Prior	4,000	4,000

DATA MEASURING PROGRESS

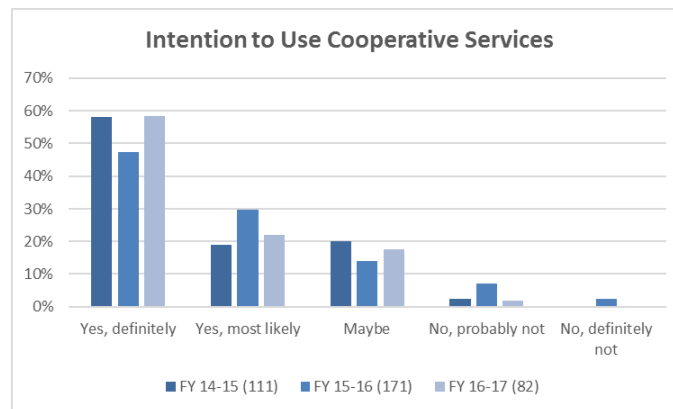
- 19. ICC Austin adds about 150 new members each year, and the current year is no exception. This number is unlikely to change until capacity increases.

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

20. On the exit survey, members are asked, “Would you agree that ICC Austin has broadened your knowledge of the cooperative movement?” Considerable effort has been made to regularly highlight cooperatives on social media as well as a push at new member orientation to increase the focus on cooperatives as a broader movement as opposed to just student housing. These efforts appear to be working since FY 16.17 saw an uptick of over 5% in members strongly agreeing ICC Austin has broadened their 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, 78% 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,

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

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

During 2016, the Board had numerous discussions of economic justice, in particular regarding the large number of affluent ICC Austin members relative to the most economically challenged ICC Austin members. Based on those conversations, staff realigned operational processes regarding *provides affordable housing* Ends Policy phrase to try to increase the proportion of lower-income members. 26

OPERATIONAL DEFINITIONS

22. Rent rates for private rooms will stay below the 50% 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 and other mechanisms enabling ultra-low-income members to attend UT will increase over time.
24. The amount of cooperative housing capacity provided by ICC Austin will increase over time.
25. On the exit survey, an increasing number of members will indicate ICC Austin provided them with an affordable housing option.
26. The ICC Austin member population will compare favorably with the UT and Texas populations with respect to median family income.

DATA MEASURING PROGRESS

22. The table below shows historical and 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

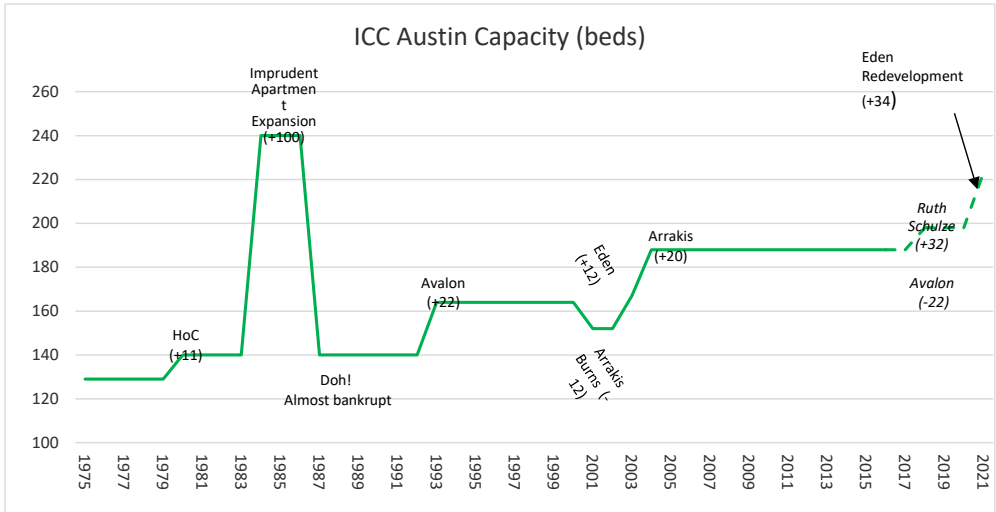
Fiscal Year Beginning	2012	2013	2014	2015	2016	2017	2018	2019	2020
Double Rent - ICC Austin	353	348	346	344	361	379	391	387	397
30% HUD Rent Limit	384	398	396	404	409	417	426	434	443
	31	50	50	60	48	39	34	47	46
Single Rent - ICC Austin	483	478	479	499	521	554	561	567	597
50% HUD rent limit	641	641	660	672	681	695	709	723	737
	157	162	181	173	160	141	147	156	140
Food	115	120	120	120	120	120	125	125	125
Utilities	72	78	83	85	84	86	89	93	93
Co-op Services	15	9	15	15	15	15	15	15	15
	202	207	218	220	219	221	229	233	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.

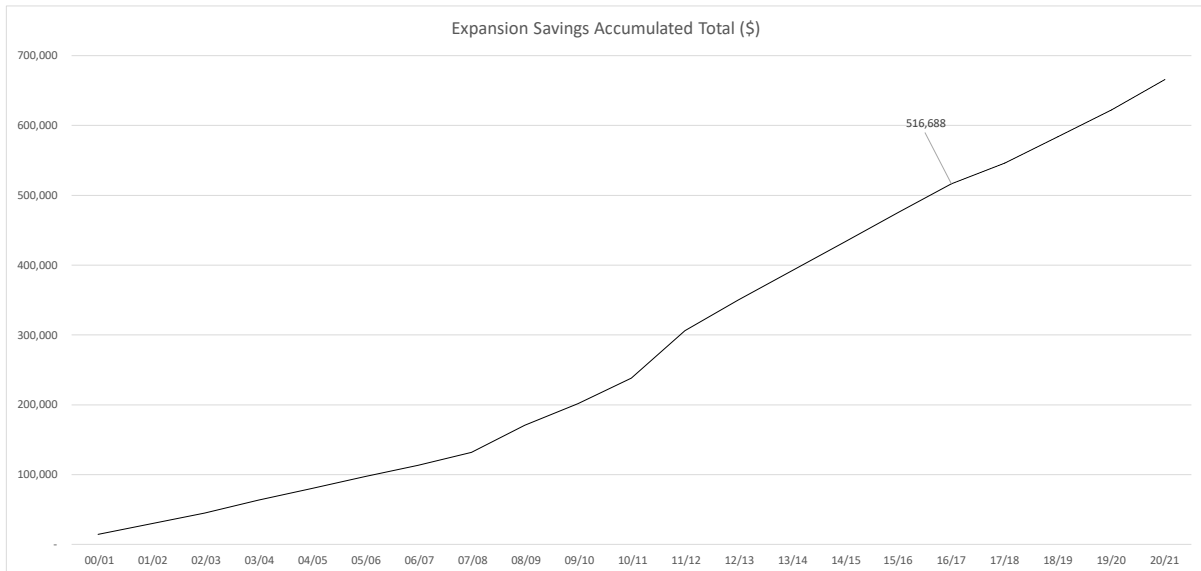
23. Board discussion over the past two years indicates strong support for ICC Austin scholarship programs. However, scholarships would be a new frontier both in terms of figuring out where to get the funding, and ensuring fair and equitable member treatment. As with the alumni program, ICC Austin needs 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.
24. 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.

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Of course, making plans including concrete investments. 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 2017. 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.



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

[Avalon Note: Good news this year was notification from the property owners extending the Avalon lease for FY 17-18. In addition, for the first time, the ICC Austin budget plan *does not* assume and depend upon the income associated with the Avalon lease making the eventual loss of 22 Avalon members manageable.]

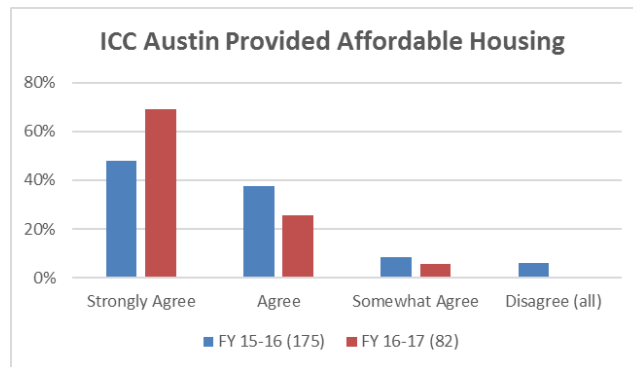
Of course, merely planning and saving for expansion isn't enough. The good news is that ICC Austin is actually spending significantly on expansion, using savings, grants, and loans:

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

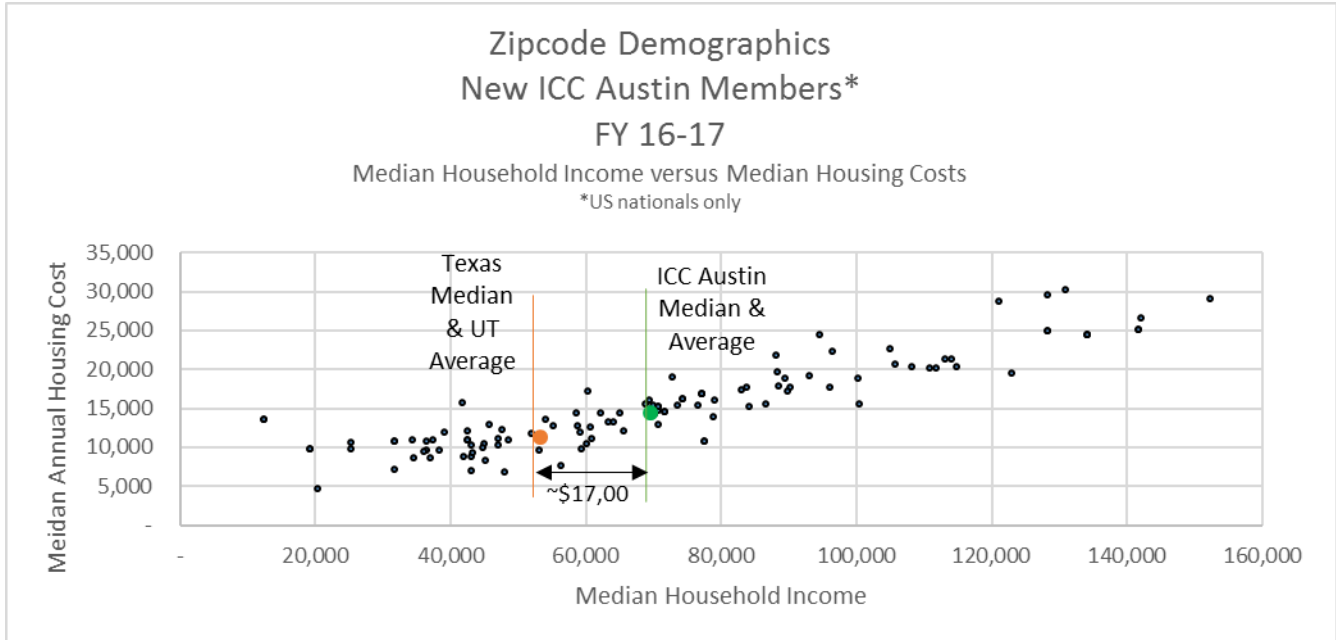
\$270,014 – cost of land, cash paid
\$ 18,620 – interest on loan for balance of land cost
\$149,570 – architectural and engineering costs, to-date

\$438,204 - TOTAL

25. 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.



26. A reasonable correlation exists between geographic location and income. The relationship may be used to assess the likely composition of populations. The following chart presents an analysis of new members for FY 16-17.



Based on this data, ICC Austin serves a population from geographic areas with significantly higher median family incomes relative to housing costs than either UT or Texas as a whole. The bias towards wealthier members is corroborated by the self-reported family income presented with the demographic data.

The signing prioritization for need-based financial aid recipients is expected to move the ICC Austin average towards the UT average within two to three years.

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

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

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. ICC Austin is getting very close to serving 100% student members at the beginning of each academic year. Six “grandfathered” non-student members remained at the beginning of fall 2016, but we already know that the number will be (at most) four in fall 2017.

	Students	Non Students	Students (% of Total ICC Members)
Fall 2016	181	6	96.8%
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%
Fall 2009	169	18	90.4%

COLLEGE ATTENDED

	FY 14-15	FY15-16	FY 16-17
UT Austin	87%	89%	86%
Austin Community College	10%	8%	13%
Other Colleges	2%	3%	1%

The student status requirement for academic year contracts, enacted in 2013, has enabled more than 55 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

Policy Monitoring – Ends

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 December 2016. Both reports indicated full compliance with the policy. (see the Board library for exhaustive details of ICC Austin operations in the context of the seven cooperative principles)

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, officer summit, 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. 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.
- 30.

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.

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 two years. Until then, members are asked on the exit survey if they want to stay connected to ICC Austin in the future (the start of an alumni database). 80% of members have indicated they want to stay connected with ICC Austin.

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

OPERATIONAL DEFINITIONS

32. Voting participation in ICC Austin elections and ballot referendum will achieve at least 50%.
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.

Policy Monitoring – Ends

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

(number of votes cast)

	Fall 04	Spr 07	Spr 08	Fall 09	Spr 09	Spr 10	Spr 11	Spr 13	Fall 13	Spr 14	Fall 14	Spr 15	Fall 15	Spr 16	Fall 16	Participation Percentage
Arrakis	3	n/a	6	8	n/a	3	19	7	2	12	4	2	0	2	0	
Avalon	2	n/a	4	5	n/a	4	15	16	6	4	4	7	4	10	16	
Eden	4	n/a	7	3	n/a	5	5	9	11	12	6	5	4	6	7	
French	8	n/a	10	7	n/a	8	8	7	17	7	3	11	6	15	9	
Helios	12	n/a	3	3	n/a	0	6	6	12	10	13	10	9	14	15	
HoC	5	n/a	5	8	n/a	4	11	4	4	14	3	6	5	6	4	
New Guild	2	n/a	10	6	n/a	5	11	16	4	15	5	16	2	7	7	
Royal	11	n/a	16	7	n/a	6	7	11	8	7	3	7	4	5	8	
Seneca	9	n/a	4	5	n/a	1	3	15	10	13	8	16	9	15	13	
TOTAL	56	74	65	52	75	36	85	91	74	94	49	80	43	80	79	
Participation %	30	39	35	28	40	19	45	48	39	50	26	43	23	44	43	

With the change to staggered Board Officer terms, fall elections now have greater significance. It is too early to determine the long term impact on fall voting participation, but fall 2016 participation was higher than any fall election that we know of. Spring participation, at 44%, was not bad but did not show much headway in getting past the 50% threshold.

The main problem appears to be acute apathy at a couple of house communities. In 2017, staff will work through the Board as well as directly with those houses to try to increase engagement. Just a little more participation will get the majority of ICC Austin members voting for their leaders – a worthy goal.

Of course, 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.

ICC Austin Elections

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.

	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	
FY 16-17	208	4	212	
Total			8,456	

Policy Monitoring – Ends

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	76
FY 16-17	19	35	28	82
Total				<u>4,064</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.

Elected Leadership Composition

	all leaders		trustee		board rep		membership	
	male	female	male	female	male	female	male	female
FY 14-15	54%	46%	30%	70%	48%	52%	30%	70%
FY 15-16	57%	43%	54%	46%	58%	42%	23%	77%
FY 16-17	48%	52%	46%	54%	42%	58%	23%	77%

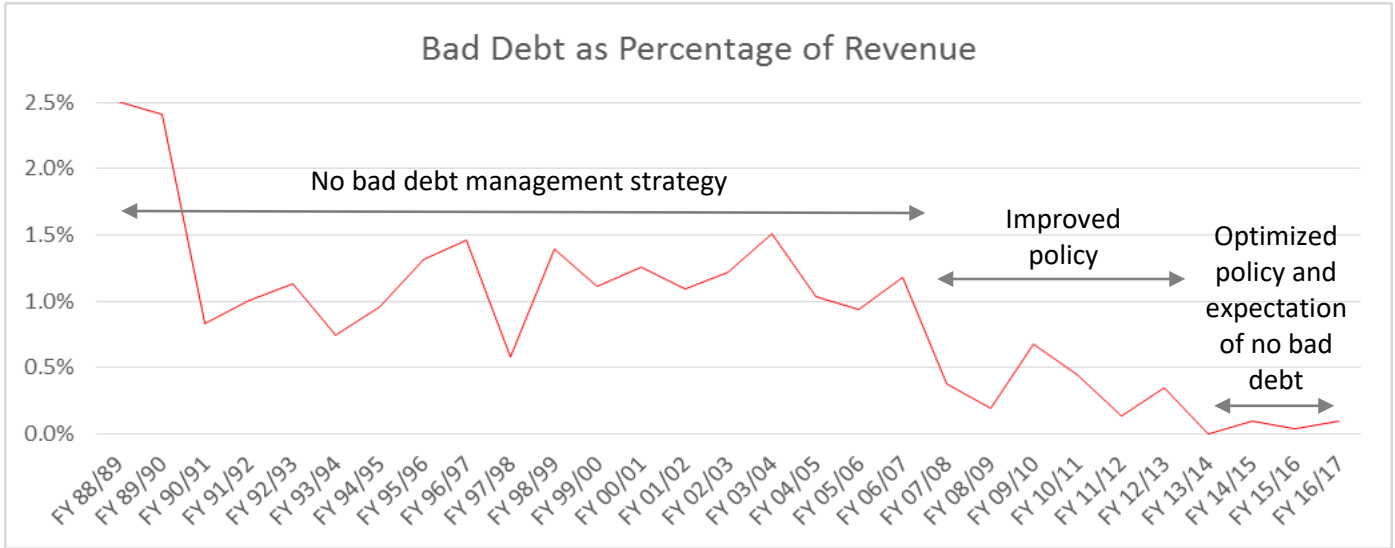
Board Composition

	male	female
FY 12-13	50%	50%
FY 13-14	60%	40%
FY 14-15	55%	45%
FY 15-16	59%	41%
FY 16-17	45%	55%

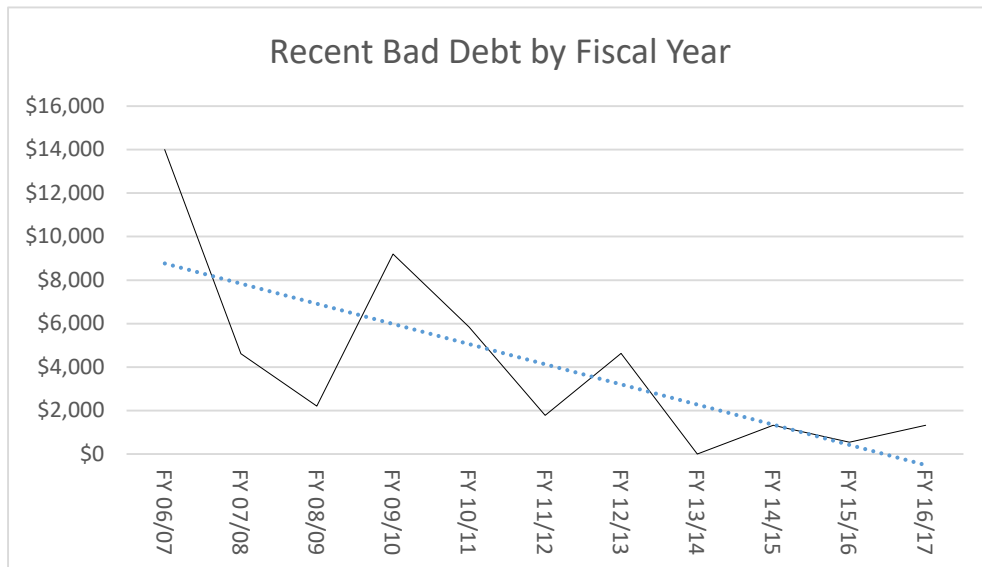
- 34. In the area of bad debt, policy and expectations play an important role. Historically, the cooperative adopted the expectation of a relatively high level of bad debt when budgeting, and

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employed policies which didn't sufficiently discourage members from falling behind. In short, ICC Austin operated with a system that fostered *irresponsible* citizenship. Beginning in FY 07-08, new policies were implemented to make it more difficult to fall way behind in rent, but the practice of *expecting* lot of bad debt continued in the budgeting practices. Nevertheless, better policy drove bad debt expense went down over the next six years.



Beginning in FY 13/14, ICC Austin began to implement both policies and expectations that both are good for the entire cooperative and help to foster responsible citizenship. The organization, it seems, can actively shape reality. Progress over the past several years, including this one, show almost non-existent levels of bad debt, demonstrating that members take their contractual obligations very seriously.



The levels of bad debt are vanishingly small 0.1% for an organization with a \$1.3M annual revenue.