what’s new? what’s next? what’s possible?
education + certification
2013 CATALOG
Career Paths

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Calendar

Registration Information
Dear ICSC Member:

Never in the 55-year history of ICSC has our professional association offered more programs to help increase knowledge, elevate professionalism and foster best practices sharing than in 2013, when our industry can benefit most.

During 2012, a newly appointed Board of Trustees-level committee was established to work with ICSC’s professional staff and our cadre of volunteer subject-matter experts to help guide the content of our programs, which are delivered in classroom situations and online all over the world. Through an independent study we commissioned, we learned that ICSC education and certification offerings are highly valued by our members, and they regard these as the most important member benefit second only to networking. We also learned of ways to make our programs better, tips for improving faculty delivery, and how to fill new educational voids that will pay dividends for ICSC members.

Please review the pages of this catalog to see how you or the people in your organization can take advantage of these programs to enhance their skills and help improve the assets for which they are responsible. This will not only help your company increase net operating income but will also help fast track the careers of the most talented human resources in your organization.

Note our revamped University of Shopping Centers (page 4) with a new fundamental track, an expanded advanced track and a new executive track taught exclusively by Wharton School professors intended for graduate level executives. Check out the offerings in our John T. Riordan Global School for Professional Development (page 12) taught now in classrooms all over the world and online. These schools lead to four professional designations (page 34). This year, ICSC is introducing the newest power designation that will stand for industry-wide best practices where all experienced retail real estate professionals will be eligible to take the exam and earn their Certified Retail Property Executive designation, soon to become the most coveted new certification in our industry – CRP (page 48).

Then take a look at the wide assortment of classes available to your key people from Executive Learning Series (page 58), RECon Academy (page 75), Debt Workouts (page 64), and other specialty seminars (page 62) and webinars (page 84) outlined in this catalog. But if you do not find the type of educational or credentialing program you seek, please write to me at ICSC and we will endeavor to develop a program that suits your needs.

Sincerely,

James E. Maurin, scsm

ICSC Board of Trustees
Professional Development Committee Chair
Stirling Properties
Career Paths

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Use these pathways as a guide to navigate the many options or select programs à la carte to customize your education and training based on your unique situation. Either way, you’ll find specific content targeted to your discipline from the leading experts in the industry. Programs are designed in a variety of formats to deliver the industry’s most flexible, engaging and exceptional educational experiences available.

**GENERAL**  
1-3 Years Experience  
General knowledge courses provide broad information, awareness and understanding of a topic. They transfer new information without substantial prerequisite knowledge to process or use it. Learning objectives may be to understand, describe, define or recognize new information. This level is appropriate for mid-career professionals looking to fill in gaps to solidify their skill set, young professionals with limited experience of the subject area seeking to learn fundamentals, and individuals new to the field before or after a career change.

**INTERMEDIATE**  
3-5+ Years Experience  
Intermediate knowledge courses focus on understanding and comprehension of a topic with in-depth material or explanation by the instructor. They require the learner to be more engaged, interacting with the material and using the information in practical applications, and therefore require some prerequisite knowledge. Learning objectives may be to analyze, assess, select or compare/contrast new information and activities often include discussions, practice assignments or self-check assessments. This level is appropriate for individuals with some knowledge and experience in the subject area, individuals who are mid-level in their fields with an established degree of competence and for those seeking to build on, apply or enhance knowledge in that subject area.

**ADVANCED**  
5+ Years of Experience  
Advanced knowledge courses focus on extensive application and implementation of highly technical or detailed topics, preparing learners to exhibit a definitive skill, and require substantial prerequisite knowledge. The course material and activities allow the learner to gain the new knowledge, practice its application and be able to apply the information on their own. Objectives may be to implement, design, calculate, produce, validate or create a tangible product or action plan. At this level, courses must encompass enough material and time, typically several hours to multiple days, to allow the learner to achieve and demonstrate the objectives and will typically be highly interactive including activities and assessment measures. This level is appropriate for individuals with significant expertise, knowledge and experience in the subject area who are seeking the most up-to-date information to heighten their knowledge.
The courses from ICSC are beyond worthwhile. What you’ll learn over a few days would take you months or years to acquire through experience at your job alone. There is such a wide variety of options that it makes perfect sense to get a jump start and invest in professional development early in your career.”

**Rae Ann Overberg, CSM**  
Vice President Operations  
GK Development Inc.  
Barrington, IL  
United States
The University of Shopping Centers is an expansive educational program serving the retail real estate and shopping center industry worldwide. The mission of the University of Shopping Centers is to elevate each attendee’s level of knowledge of the industry by learning directly from experienced professionals. Through the University’s flexible format and unique blend of courses, students gain a level of comprehension that makes them more valuable to their organization and employers.

The University of Shopping Centers offers 60 three-hour courses delivered over a three-day period with morning and afternoon classes. Courses are designed to transfer practical knowledge and usable information that you can apply immediately in your company. The unique interactive format facilitates peer-to-peer knowledge sharing. Flexible course selection options allow you to design the program of study that is right for you.

Sign up for just one course, or up to six courses, or mix and match courses in any combination according to your specific interests and needs.

- Courses are designed to transfer knowledge fast
- Choose from 60 courses on cutting-edge topics
- Many classes with strategies that enhance NOI
- Discover new techniques to manage your business and increase your professionalism
- Real world examples are taught in an interactive, non-lecture style
- Practical solutions you can put to work immediately
- Distinguished faculty of over 80 industry leaders

NEW FORMAT

Courses will be offered in three categories:

1. **Executive Curriculum**
   Senior executive courses taught by top Wharton School professors.

2. **Advanced Curriculum**
   Professional courses in retailing, leasing, finance, asset management, property management, law, marketing, and development, design and construction.

3. **Fundamental Curriculum**
   Basic, how-to courses in retailing, leasing, development and general studies designed for the rising professional.

**Certificate Program**
This is a curriculum-based certificate program. A certificate of participation is awarded to all attendees who elect to successfully complete six courses over the period of three days.

**Complimentary Textbooks**

- LSD-202
- FNC-201
- APD-201
- PMC-201
- PME-201
- CDD-201
- LSE-202
- GSE-101

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**quick facts**

**Dates**
March 4–6, 2013

**Format**
Classroom

**Levels**
General, Intermediate, Advanced

**Location**
On the campus of The Wharton School, University of Pennsylvania

**Tuition**

- **Single Courses**
  - $180 M | $320 NM
  - **MEMBER SAVINGS $140**
- **Six Courses**
  - $930 M | $1,770 NM
  - **MEMBER SAVINGS $840**

**CE Credit**
0.5 ICSC Credit per course

**Website**
www.icsc.org/2013UV
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<th>Course Code</th>
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<td>CRA-201</td>
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<td>FNA-201</td>
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An investment in your continued learning is not only beneficial to yourself and your organization but to the shopping center industry in general. As a senior executive in the industry, I look to people to continue their education through the University of Shopping Centers whether to improve their knowledge and skills or work toward a highly valued industry certification."

John Morrison, **CDP**
President & CEO
Primaris REIT
Toronto, ON
Canada

<table>
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<th>March 6 morning</th>
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<td>EXD-301 Leadership Challenges and Issues: Running a Real Estate Company</td>
<td>EXE-301 How to Develop the Potential of the Top People in Your Organization</td>
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<td>CRD-201 How Grocery and Drug Store Anchors Impact the Surrounding Retail</td>
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<td>LSD-201 50 Tricks of the Trade to Lease Up B and C Centers</td>
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<td>GSF-101 Mastering Effective Presentation Skills</td>
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As an executive learner, you seek development programs that enhance your ability to lead change, build teams, manage under pressure, and develop leadership throughout your company. You look for tangible tools and skills that you can immediately apply across different units to elevate the success of your entire organization. Through these programs focused on problem identification, analysis and solutions you can step ahead of the curve and navigate your way to new levels of sustainable growth.

The three-day Executive Curriculum courses include:

**How Much Should You Allocate to Redevelopment?**

*Dr. Peter Linneman, Ph.D.*

Sussman Professor Emeritus of Real Estate
The Wharton School, University of Pennsylvania

Often, redevelopment investments are limited to the payback from additional rental income that the redevelopment will yield over time. But what about all the unknown factors that will affect the stabilized yield? Should you index leases? Will rents adjust faster or slower than costs? What is the optimal debt strategy? How should you think about lease duration? How do you plan the pro forma to meet reasonable and realistic assumptions? These and related questions will be addressed in this session, along with a discussion of the underlying inflation risk. After nearly 25 years of 2.2 to 2.5% inflation, real estate owners today are faced with the unfamiliar specter of rapidly rising inflation. What is the likelihood of high inflation and how should you plan for it? Dr. Linneman will challenge assumptions often made by real estate executives when it comes to redevelopment and the interactive class discussions that participants have with Dr. Linneman should prove to be dynamic and forward-thinking.

**The Macro Economic Signs That Tell You to Buy, Sell, Hold or Redevelop**

*Dr. Peter Linneman, Ph.D.*

Sussman Professor Emeritus of Real Estate
The Wharton School, University of Pennsylvania

Many older retail projects appear to be targets for redevelopment. But has the area’s demographics undermined the property’s long-term viability? And can the repositioned property effectively compete in an over-stored environment? This course will evaluate the risks and opportunities facing such retail projects and contemplate other alternative real estate uses. Lots of people talk about macro economic factors and risks, but this is rarely translated to your business. This session will translate interest rates, GDP growth, employment growth, etc. into offensive and defensive strategies for your properties. This is particularly important at a time when these macro issues loom larger than ever. This is a period where everyone is evaluating their portfolio. Many are seeking to sell their B properties. But is this the time to buy these properties as so many rush to sell? Or are these weak properties roach motels? This course will help you think through whether you should be a buyer or seller today of B properties.

**Analysis of Consumer Behavior in an Omni-Channel World**

*Professor Barbara E. Kahn, Ph.D.*

Patty and Jay H. Baker Professor of Marketing
Director, Jay H. Baker Retailing Center
The Wharton School, University of Pennsylvania

Traditionally, revenues are recorded at the site of the consumer’s purchase transaction. However, the consumer’s purchase process is not simply a “buy or not buy” decision. The purchase process typically consists of a series of stages, any one of which can occur either online or offline. “Showrooming”, as an example, where the consumer conducts the product research at the pre-purchase stage at an offline retailer such as Best Buy and then makes the purchase online at a site like Amazon, is a threat to brick-and-mortar retail. Since the consumer is generally channel agnostic, more and more retailers are developing omni-channel strategies that accommodate all stages of the consumer purchase process either online or offline, but encourage consumers to stay with the branded retailer. In order to maximize these omni-channel strategies, it is critical to understand the consumer decision-making process and the roles that brand and retailer loyalties play within these processes. Understanding this behavior is essential to plan store sizing, location, merchandise mix, selling and customer service in an integrated distribution channel environment.
How Urbanization Trends Affect Your Business

Professor Eugenie L. Birch, Ph.D.
Lawrence C. Nussdorf Professor of Urban Research
Chair of the Graduate Group of City and Regional Planning
University of Pennsylvania School of Design

One of the more positive aspects in U.S. and Canada real estate is the re-generation of urban areas, a worldwide trend. This shift in development is driven by a young demographic preference that wants to live, shop, work and play in an urban setting. Not only in the downtown core of cities, but also this is occurring in urban pockets, where redevelopments are occurring. We will look at the state of infrastructure across America and beyond and how it is affecting urban development; zoning and land use issues; the implications of the comeback of the urban core for our society; the new volatility of housing and housing patterns, and how it will continue to affect retail development decisions. We will also analyze how urban density and housing compares between the U.S. and Canada, compared to foreign countries. In many ways, we see a paradigm shift in urbanization. Business decision-makers will need to understand the implications of that shift to capitalize over the long-term.

Leadership Challenges and Issues: Running a Real Estate Company

Professor Asuka Nakahara, MBA
Adjunct Lecturer in Real Estate and Associate Director
Zell-Lurie Real Estate Center
The Wharton School,
University of Pennsylvania

We will use a case study of a hypothetical Midwestern U.S. real estate company as the basis of a wide-ranging discussion about the challenges and opportunities of leading an enterprise during good times and tough ones. Topics will include business strategy, financial management, business and project capital structure, succession planning and business exit strategy, compensation and ethics. The “A” case is set in 2005, during a prosperous growth phase of a start-up office of a regional company. How are issues like compensation, cash flow, strategy, and entity financing different for a small organization? How does a satellite office fit into the corporate structure and planning? What characteristics are key for the leader of a start-up business or division? What lessons are applicable to the leader of any real estate/entrepreneurial business? The “B” case is set in early 2011, as the business survives the tumultuous downturn and assesses go-forward opportunities while managing an existing portfolio. We will distill the discussion into “lessons learned” for practical application and take-away value. As the founder/CEO, how do you think about succession planning, capital needs and business strategy, particularly in uncertain times?

How to Develop the Potential of the Top People in Your Organization

Professor Michael Useem, Ph.D.
William and Jacalyn Egan Professor of Management
Director, Center for Leadership and Change Management
The Wharton School,
University of Pennsylvania

The intensifying competition and demands for high performance are pressing organizations to become more flexible and fast-acting. Executives are finding that such initiatives require effective leadership and a supportive culture, and this has become all the more critical in an uncertain environment. CEOs are finding the need for challenging their top executives to perform in a meaningful way to advance the organization to new heights and significantly grow net revenues. The challenge is to build effective leaders and well-led teams throughout the organization, and that requires a capacity to communicate persuasively, motivate effectively, and think as well as act strategically. Drawing on challenging moments when difficult decisions have been faced by company executives, Professor Useem identifies what it takes to lead in a business environment plagued with ambiguity and change.
University faculty are at the forefront of knowledge in their fields. They are critical contributors to executive education and can be of equal importance to your individual development and your organization’s success. Beyond their expertise and outstanding classroom teaching, these faculty members are committed to providing the most innovative and action-oriented learning experiences for executives.
My experiences with the School for Professional Development as a student, designee and faculty member have provided a remarkable network of savvy allies within the shopping center industry and unique insight into the active management of the sophisticated assets that we are entrusted to operate. Above all perhaps, I’ve garnered the knowledge, skill and creative freedom to innovate.

Robert L. Thatcher, SCRM, SCLS, SCMD, SCDP
General Manager & Director of Leasing
Triyar Companies LLC
Elkhart, IN
United States
John T. Riordan
Global School for Professional Development

Ask anyone. Attending the John T. Riordan Global School for Professional Development in the U.S. and around the world is an unforgettable experience. Whether you attend School in Scottsdale, AZ or Istanbul, Turkey or São Paulo, Brazil you are guaranteed to experience the best retail real estate training in the industry. In this program, you’ll find fast-rising executives, ambitious newcomers and experienced industry professionals, all serious about their careers and dedicated to enhancing their skills.

- Gain a solid foundation as you master and reinforce concepts
- Implement best practices immediately in your day-to-day work
- Become an expert at increasing value
- Build a network of valuable global contacts

Format
Schools are scheduled over five days, include 9 or 10 courses and are designed to provide attendees with an unparalleled curriculum that is uniquely customized with regional concepts, issues and case studies. Classes are usually 3-1/2 hours each and are designed to equip you with take-away tools, ideas and resources. Disciplines range from management, marketing and leasing to development, design and construction. The choice between level I (general knowledge courses for professionals with at least 1 to 3 years of experience) and level II (intermediate knowledge for professionals with 3 to 5 years of experience) allow attendees to be part of a cohort of colleagues from around the world building peer relationships that often last throughout their career.

Institutes
Attending a School empowers attendees to change, succeed and improve personal aptitudes from a personal and corporate viewpoint. Whether it’s maintenance or security, tenant mix or marketing strategies that drive net income, you will learn practical tools you can put to work immediately that will improve the profitability of your business. With nine distinct curricula, the available Institute options in each School vary and may include:
- Management I or II
- Marketing I or II
- Leasing I or II
- Development, Design & Construction
- Management, Marketing & Leasing I or II

Educational Materials
The provided educational materials serve as an invaluable reference for years to come. Each student will receive an easy-to-use binder with course outlines and many examples to help reinforce concepts taught in their Institute. One of the following textbooks or eBooks will also be included:

Study Tour
To enhance your education experience, each School includes an educational shopping center tour within the curriculum. These experiential learning tours get learners outside of the classroom and focus on practical application of skills. Students are guided by faculty who assist with structured analysis and evaluation of the center, leaving students with tools and strategies to apply immediately.

Certificate Program
Each Institute is a curriculum-based certificate program. At the conclusion of the School, an official ICSC Certificate of Completion is awarded to all attendees who successfully complete all courses.

Free Exam Appointment
Every 2013 participant earns a $200 discount on a corresponding certification exam. Complete level I and level II within a 2 year period and the exam appointment is free! Conditions apply and application fee is required.

www.icsc.org | 2013 EDUCATION + CERTIFICATION CATALOG 13
In Europe, new development is restricted largely to the emerging markets of Turkey and Russia, with Ankara and Istanbul two of the top 8 cities worldwide. Istanbul, the host city for this School, is forecast to be the most active in coming years. There are few cities in the world that can match the historic city of Istanbul, Turkey for its variety of open-air and enclosed mall shopping centers. At the crossroads of Europe and Asia, Turkey’s population is young compared to the rest of Western Europe, rapidly expanding and urban consumer markets are flourishing.

Global School for Professional Development in association with:

**TURKEY**

**Istanbul**

The demographics of the 304 million people in the U.S. continue to change dramatically. The enclosed suburban shopping mall that was once so synonymous with the American landscape has given way to a diversity of retail real estate formats. Over two years post-recession, U.S. markets are full of economic optimism. Retailers continue targeting top retail corridors, such as New York’s Fifth and Madison Avenues, Miami’s Lincoln Road, Chicago’s North Michigan Avenue, San Diego’s Prospect Street and Peachtree in Atlanta. From the crossroads of Europe and Asia, Turkey’s population is young compared to the rest of Western Europe, rapidly expanding and urban consumer markets are flourishing.

Global School for Professional Development in association with:

**UNIVERSITY STATES**

**Scottsdale, AZ**

With a population of 34 million people, including 500,000 high-income professionals, the Middle Eastern countries of Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, and United Arab Emirates boast a combined GDP that is expected to reach US $600 billion. Adding in Iraq, Iran, Syria, Egypt, Lebanon and Jordan, the pan-Middle East retail market is projected to include 5.3 million square meters of retail space worth over US $100 billion annually. Joining Abu Dhabi, Riyadh and Jeddah as the fourth major driver of retail growth in the region, the School will be hosted in Dubai for a week of intensive retail real estate education.

Global School for Professional Development in association with:

**UNIVERSITY ARAB EMIRATES**

**Dubai**

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**quick facts**

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<thead>
<tr>
<th>Dates</th>
<th>Format</th>
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<th>Institutes</th>
<th>Location</th>
<th>Tuition</th>
<th>CE Credit</th>
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<tr>
<td>February 18–22</td>
<td>Classroom</td>
<td>General, Intermediate</td>
<td>Management, Marketing &amp; Leasing Level I</td>
<td>Koç University İstinye Campus Istanbul</td>
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<td>Classroom</td>
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<td>Al Murooj Rotana, Dubai</td>
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<td><a href="http://www.icsc.org/2013ISD">www.icsc.org/2013ISD</a></td>
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</table>

Note: eBooks and Certification discounts not included.
MEXICO
Mexico City, D.F.

Opportunities abound in Latin America with a growing middle class, consumption rising and strong investments. Shopping centers in Mexico experienced a significant period of development in the last few years and now offer about 515 properties and 125 million square feet of GLA, serving 68 cities and 70 million people. Mexico City where this School is held has some of the largest and most integrated shopping centers in Latin America with nearly 40 million square feet of GLA and about 150 centers. Many of its malls are the result of ambitious visionary projects in a city that continues to grow and develop.

Dates
June 17–21

Format
Classroom

Levels
General, Intermediate

Institutes
Management, Marketing & Leasing Level I or II
Development, Design & Construction

Location
Mexico City

Tuition
Six Courses
USD $1,575 M | $1,875 NM
[MEMBER SAVINGS $300]

CE Credit
4.0 ICSC Credits per course

Website
www.icsc.org/2013ISC
### THAILAND

**Bangkok**

Thailand is the world’s 51st-largest country in terms of total area and yet is the 20th-most-populous with around 64 million people. The capital and largest city, host to this School, is the political, commercial, industrial and cultural hub Bangkok. CentralWorld shopping plaza and complex is the third largest shopping complex in the world at 1,024,000 square metres, 550,000 dedicated to the shopping mall. Anchors include Japanese department store Isetan, Asian lifestyle trend megastore Zen and the luxurious SF World Cinema. Bangkok’s gleaming modern, malls thrill its growing consumer market.

**Dates**

June 24–28

**Format**

Classroom

**Levels**

General, Intermediate

**Institutes**

Management, Marketing & Leasing Level II

**Location**

Bangkok

**Tuition**

USD $1,750 M | $2,250 NM

[MEMBER SAVINGS $500]

**CE Credit**

4.0 ICSC Credits per course

**Website**

www.icsc.org/2013JTRS

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### GERMANY

**Berlin**

With a population of 734 million in Europe, including 3.5 in Berlin, there are an estimated 5,700 shopping centers. The maturity of the retail sector in Western Europe has resulted in much lower levels of development. Five cities in Western Europe saw the development of a new center in recent years and Moscow, Kiev, Almaty, Nizhny Novgorod, Ankara and Samara all feature among the most active global cities for retail. However, in general its redevelopment of existing retail space, whether in shopping centers or high street locations that will remain the focus of development activity over coming years.

**Dates**

July 1–5

**Format**

Classroom

**Levels**

General, Intermediate

**Institutes**

Management I or II
Marketing I or II
Leasing I
Development, Design & Construction

**Location**

TBD

**Tuition**

€1,815 M | €2,178 NM

[MEMBER SAVINGS €363]

**CE Credit**

4.0 ICSC Credits per course

**Website**

www.icsc.org/2013ERPS

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### BRAZIL

**São Paulo**

The combination of high growth, a low fiscal deficit and a relatively healthy banking sector is attracting investors to the developing world, and Latin America in particular. Latin America's largest economy in Brazil is rapidly evolving into a global powerhouse. It’s estimated that by 2013, shopping centers will have grown here by 40% from seven years ago. As Brazil’s most modern, cosmopolitan city, São Paulo leads the way with shopping centers in this fast growing economy, where an evolving middle class with increasingly affluent customers are turning into magnets for these new centers.

**European Retail Property School**

in association with:

**Global School for Professional Development in association with:**

**INSTITUTES**

Management, Marketing & Leasing Level I or II
Development, Design & Construction

**Location**

Hotel Cesar Business Paulista
São Paulo

**Tuition**

BRL R$3,301 M | R$3,901 NM

[MEMBER SAVINGS R$600]

**CE Credit**

4.0 ICSC Credits per course

**Website**

www.icsc.org/2013ISB

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### quick facts

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<th>Dates</th>
<th>June 24–28</th>
<th>July 1–5</th>
<th>October 28 – November 1</th>
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</table>
The content of each course is fresh, comprehensive and concentrated, taught by prominent industry experts from around the world who serve as faculty. ICSC faculty enjoy a reputation and a prestige that few can match. Not only are they leading practitioners in their own fields, but they are also among the best educators available in the industry. Their unique blend of academic excellence, real-world relevance and practical application provides participants with powerful tools they can use immediately to increase success in their workplaces. Student interaction with the faculty is dynamic, including individual exercises and presentations as well as small group activities and idea exchanges.
<table>
<thead>
<tr>
<th>Institute</th>
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<td>Management I</td>
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<td>Project Economics: The Value of Leasing</td>
<td>Advanced Retailing: Increasing Tenant Productivity</td>
<td>Merchandising the Center and Developing a Leasing Plan</td>
</tr>
</tbody>
</table>

**United States**

**Development, Design & Construction**
- Devising a Development Plan
- Design Principles and Practices
- Retail Store Planning
- Tenant Coordination
- Project Cost Management

**Global**

**Management, Marketing & Leasing I**
- Shopping Centers: A Worldwide Overview
- Basics of Leasing and the Lease Language
- Center Merchandising and Tenant Mix
- Market Research
- The Marketing Plan

**Management, Marketing & Leasing II**
- The Business Plan: Creating Maximum Value
- Advanced Marketing and Other Strategic Planning for Optimum Productivity
- Shopping Center Finance
- Advanced Leasing Strategies
- Design: The Center and Retailer
New! Online Courses
These courses will be offered online to reduce your time away from the office.

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<tr>
<td>Development, Redevelopment and Mixed-Use</td>
<td>Sustainability and Green Buildings</td>
<td>Advanced Public Relations and Crisis Management</td>
<td>Professionalism in Retail Management</td>
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<tr>
<td>Retailing Basics and Tenant Productivity</td>
<td>Generating Revenue: Marketing’s Role in Increasing NOI</td>
<td>Public and Community Relations</td>
<td>Basics of Operations</td>
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<tr>
<td>Retailing and Tenant Productivity</td>
<td>Prospecting for Tenants: Sources, Trends and Negotiations</td>
<td>Making the Deal: Salesmanship and Structuring Special Deals</td>
<td>Lease Language and Application of Law</td>
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<td>How Research and Marketing Drive Center Productivity</td>
<td>Peripheral Land</td>
<td>Leasing Open-Air Centers</td>
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<td>Professionalism in Retail Leasing</td>
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<td>Retailing Basics and Principles</td>
<td>Consumer Marketing: Advertising, Sales Promotions, Community and Public Relations</td>
<td>Accounting Budgets and Lease Administration</td>
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<tr>
<td>Redevelopment and Refurbishment Priorities and Techniques</td>
<td>Sponsorship and Alternative Revenue</td>
<td>Using Marketing and Research in the Leasing Process</td>
<td>The Team Approach to Asset Management</td>
<td>Redevelopment Analysis</td>
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</tbody>
</table>

CERTIFICATION PREPARATION
Be sure to add ICSC Certification into your plans when attending a School. Passing your exam and becoming ICSC Certified is the best way to get the most out of your investment. It demonstrates to yourself, and your employer, that you’ve mastered the concepts taught in your school. Each Institute curriculum is designed to equip attendees with robust training specific to specialized disciplines in the retail real estate industry. While not required for certification eligibility, Institutes available at the Schools include courses directly aligned to content areas on the certification exams. As such, they are an ideal way to prepare for an ICSC certification in management (CSM), marketing (CMD), leasing (CLS) or development, design & construction (CDP). ICSC Professional Certifications serve to recognize professionalism, raise standards and strengthen industry practices, marking designees as among the very best at what they do. See pages 34-50 for more information.
## European Retail Property School
### Curriculum

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<td>An Overview of Shopping Centre Management in Europe</td>
<td>Security and Crisis Management</td>
<td>The Lease Language</td>
<td>Accounting, Budgets and Lease Administration</td>
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<td>Strategic Use of Research</td>
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<td>Finance: Debt &amp; Equity</td>
<td>The Asset Management Team</td>
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<td>Marketing I</td>
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<td>The Marketing Plan</td>
<td>Principles of Use and Market Research</td>
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<td>Basics of Leasing &amp; Tenant Mix</td>
<td>Strategic Marketing to Enhance Centre Productivity</td>
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<td>Leasing I</td>
<td>Overview: Shopping Centre Leasing in Europe</td>
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<td>The Lease &amp; Its Language</td>
<td>Research and Selection of Tenants</td>
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<td>Design, Construction and</td>
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<td>Operations Common Area Maintenance and Sustainability</td>
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<td>The Business Plan</td>
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<td>Case Study and Analysis</td>
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<td>Public Relations, Community</td>
<td>Marketing to Increase Centre Performance</td>
<td>Retailing Concepts and Visual Merchandising</td>
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“Every day I discover new and interesting ways to leverage ICSC educational programs in Europe to be exposed to and involved in the latest thinking on how to deliver value in our centres.”

Julia A. Langkraehr, CLS
Director
Retail Profile Europe LTD
London
United Kingdom
Accounting, Budgets and Lease Administration
In this course attendees will learn about the budget as a management tool. When talking about accounting methodology, it is important to understand budget development, common area budget, real estate tax, insurance administration, utilities and miscellaneous billings, billing examples, collections and defaults, financing and capital investment, accountability and administration of lease provisions. This course will help set the stage for property managers to improve their overall administration skills.

Marketing As a Management Tool
For all managers it is essential to understand how to use marketing as a tool for overall success. Attendees will explore marketing for retail sales, budgeting, research, marketing funds structure, market positioning, gift cards and the structure of the marketing plan. Topics will also include marketing for income generation, strategic partnerships, sponsorships, marketing for leasing/development brochures and publicity, marketing promotions, marketing for community relations and marketing for public relations.

Retailing Basics and Tenant Productivity
After attending this class, you will have a greater understanding of the retailer business structure as well as types of retailers and how to best align their business models with your goals to increase overall productivity. Topics of focus will center around fundamentals of retail merchandising, retail math, economics of retailing and retail and real estate (economics of retail types such as retail site selection, store planning and merchandising of product). Understanding the lease, basic communication between landlord and retailer, retailer retention, and how management and leasing team’s roles can increase productivity by working together will also be covered.

Operations and Physical Facilities Management
Identifying operations and maintenance work are critical in your overall management administration. It is imperative that every manager understand the significant implications of proper property inspections and maintenance of physical structures and assets. In this course attendees will learn about managing a property in-house vs. contractors, repairing or replace decisions, types of roofs, components of buildings, life expectancy of brick and mortar, maintenance and inspections. Attendees will also learn about floor maintenance, parking lots, snow clearing, food courts, energy and CAM saving techniques that include landscaping and operational systems.

Security Management and Public Safety
Attendees will focus on various topics surrounding public safety from a security management point of view. Topics will include: legal issues, hiring and training the right security officer, development and use of a security manual, public relations, physical security, patrol activities, equipment/technology, security role in litigation, security role in risk management, controlled access of service corridors and public access.

Lease Language and Applications of Law
This course will bring a greater understanding of the retailer business structure as well as types of retailers and captions and identifying opportunities are also subjects of discussion. Attendees will learn how to develop a merchandising plan, identify a prospective tenant, make the deal and trigger tenant allowances. Specialty leasing makes up a part of most every leasing team and this class will explore terms and concepts, objectives, impact of sales on long-term tenants and alternative revenue strategies.
MANAGEMENT II INSTITUTE

Managing the Asset
This course will focus on determining and growing value – one of the most important asset management issues. Attendees will learn how value grows, merchant sales, developing the merchandising plan, budget review, evaluating the lease deal, marketing fund expenditures, specialty leasing optimization, alternative revenue opportunities, redevelopment and expansions and sustainability.

Shopping Center Finance
In this course attendees will learn about financial statements and the time value of money. Topics of focus include value analysis, Internal Rate of Return (IRR), net present value, present value, offering memorandum, capitalization rates, value, net operating income (NOI), earnings before interest, taxes, depreciation and amortization (EDITDA), funds from operations (FFO), Return on Investment (ROI), replacement value, comparable value, pro forma, forecasting, financing/refinancing and Real Estate Investment Trusts (REITs).

Strategic Planning and the Business Plan
By attending this course attendees will learn about various components of the business plan that include executive summary/mission statement, the trade area, development, leasing, property management, marketing, financial and capital plan and corporate social responsibility. A focus will be placed on the topics of plan preparation, effect of leasing on cash flow, vacancies, recapturing tenant space, temporary tenants, design, amenities, architecture, maintenance, security, operating costs and budget preparation.

Maximizing Value through Leasing and Merchandising
This course will address how leasing and development differ and why the aspects of leasing are critical to support the various elements of deal making, deal making strategies, key components of the deal and negotiation basics for non-leasing professionals. A focus will be placed on special center or selling situations with key process issues, redevelopment issues and development considerations.

Insurance and Risk Management
In this course attendees will learn the practical definitions of the risk management process as well as insurance terms, property insurance, liability insurance, workers’ compensation, boiler and machinery, employee fidelity and crime coverage, surety. In today’s insurance market it is vital to comprehend contractual agreements which can include lease documents, construction contracts, special events and public areas, claims and selecting a professional.

Development, Redevelopment and Mixed-Use
This course will address the development and redevelopment process along with mixed-use. Concepts discussed include working with ownership, development trends, overall development plan, site planning, tax incremental financing, sustainable design, construction and operation, redevelopment opportunities, managing community outreach and public process. An additional focus will be placed on the scope of projects that address super regional, regional, lifestyle and community as well as mixed-use projects components, facilities coordination and ownership structures.

Sustainability and Green Buildings
Sustainability is a topic that will change our lives and the way we work. In this course attendees will learn about the definitions and measures of sustainable design and construction. Subjects will include key components and principles of green building and sustainable design, understanding LEED requirements, green as defined by retailers, government and environmental groups, sustainable sites, water efficiency, energy and atmosphere, material and resources, indoor environmental quality, the economics of sustainability, regulatory requirements and corporate stewardship.

Advanced Public Relations and Crisis Management
Every company should have a crisis management plan and use public relations as a tool to develop a positive communications plan. Subjects of discussion in this course will include developing target audiences, reaching the target audience, merchant relations, tracking results of media coverage, crisis management and developing a crisis management plan, different types of crisis, goals during a crisis, notification, the crisis management team, the crisis management center, crisis team responsibilities, managing the media and post-crisis management.

Professionalism in Retail Management
This course will provide a complete and thorough review of the CSM certification process and its benefits to you as a management professional. This online course focuses on eligibility requirements, study materials, application submission, preparing for the exam, examination content, exam test rationale, tips on studying, use of ICSC books, online content and schools to augment learning to increase comfort level with test specifications.

MARKETING I INSTITUTE

Shopping Center Marketing: The Overview
In this course attendees will develop a great understanding of the role of today’s shopping center marketing director, strategic planner and financial planner. Topics of focus will include creating income and adding value, challenges facing today’s marketing departments such as decrease in marketing funds, more pressure to enhance property cash flow, transition from creative director to sales person and measuring personal effectiveness.

Marketing Plan Development
Attendees will learn the five step marketing development plan and its integrations with the business plan. The plan includes situation analysis, problems and opportunities (SWOT-strengths, weaknesses, opportunities, threats analysis), goals and objectives, strategies and tactics which analyze plan results.

Basics of Leasing and Specialty Leasing
This course will show how leasing, specialty leasing, marketing and property management teams can work together to increase productivity. Leasing fundamentals such as rent, CAM, real estate tax, marketing, restrictive clauses and identifying opportunities are all subjects of discussion in the course. Attendees will also learn how to develop a merchandising plan, identify a prospective tenant, make the deal and trigger tenant allowances. Specialty leasing makes up a part of most specialty leasing teams and this class will explore terms and concepts, objectives, impact of sales on long-term tenants and alternative revenue strategies.
Advertising and Media Strategies
Throughout this course attendees will learn about the role of advertising within the marketing plan which includes types of strategies and advertising budgets. Topics of focus will include an overview of advertising media, media terms and formulas, gross rating points, cost per point, gross impressions, reach and frequency, ratings and shares and showings. It will be imperative for marketing professionals to understand the creative process, elements of effective advertising copy, elements of effective layout and design, the production process and accountability and results measurement.

Research and Analysis
This course hones in on the basics of research. As a marketing professional it is important to understand consumer research tools such as shopper intercept surveys, telephone surveys, focus group interviews, center/competitive research tools, sales data, tenant evaluations, competitive analysis, relative draw index and market research tools. Attendees will explore market definition, demographics, economic data, benchmark tools, sales benchmarks, consumer benchmarks, and standard market benchmarks. Attendees will also explore research as a tool for aiding development, leasing, marketing, management and revenue generation activities that trends in shopping center research.

Retailing Basics and Tenant Productivity
After attending this class, you will have a greater understanding of the retailer business structure as well as types of retailers and how to best align their business models with your goals to increase overall productivity. Topics of focus will center around fundamentals of retail merchandising, retail math, economics of retailing and retail and real estate (economics of retail types such as retail site selection, store planning and merchandising of product). Understanding the lease, basic communication between landlord and retailer, retailer retention, and how management and leasing team’s roles can increase productivity by working together will also be covered.

Generating Revenue: Marketing’s Role in Increasing NOI
In this course attendees will learn about the different types of revenue sponsorship, specialty retail, advertising medium, event income, gift cards and how to best use these revenue generating tools. Attendees will also learn the key benefits of adding value through identifying prospects, and identifying restrictions and constraints. Once a plan has been developed to making the plan work, determining success based on pre-determined goals and the affect on overall center value will also be discussed.

Public and Community Relations
In this course attendees will learn about different communications with stakeholders, retailers, shareholders, community, customers, media, as well as government. Attendees will also explore a public relations tool kit with definitions and objectives on public relations marketing plan, PR mailing lists, gaining coverage, preparing news releases, using photographs, creating public service announcements, conducting news conferences, components of a press kit, public relations’ resources and the hiring of public relations agencies.

Basics of Operations
This online course will bring a greater understanding of the dynamics between different kinds of centers and their lease administration. Topics include pro rata recoveries, fixed CAM, rent calculation, sales collection, sales and CAM audits, accounting and financial management, insurance and risk management, security, legal considerations, housekeeping, preventive maintenance and engineering, sustainability in operations and customer amenities.

MARKETING II INSTITUTE
Managing the Asset
This course will focus on determining and growing value – one of the most important asset management issues. Attendees will learn how value grows, merchant sales, developing the merchandising plan, budget review, evaluating the lease deal, marketing fund expenditures, specialty leasing optimization, alternative revenue opportunities, redevelopment and expansions and sustainability.

Advanced Research Applications
This course explores using research as a foundation for business decisions. In an ever changing market it is important to understand consumer trends and the research road map or research tool kit. Key topics will include maximizing opportunities, merchandise mix and re-leasing strategies, master planning and mixed-use strategies, redevelopment strategies and marketing strategies.

Marketing through Social Media and Other Web-Based Technologies
It is impossible to work as a marketing professional without consistently honing your skills in both traditional as well as digital media technologies. Topics include website terminology, site map, driving traffic to the site, components of a successful site, analytics, email blasts, database management, timeliness, frequency, viral marketing via blogging and texting. Special attention to mobile technologies, apps, Facebook, Twitter, Pinterest, Four Square and more is included.

Creating Value through Strategic Marketing
This course focuses on creating market position and how marketing builds the bottom line to create a positive ROI (Return on Investment). Other topics of discussion will include addressing retail proliferation, leasing space, advertising the center, attracting customers, understanding financial fundamentals, operating statements, capitalization rates, determining value, marketing budgets, using marketing to increase value, leasing support, increasing retailer sales and direct revenue generation.
**Merchandising the Center and Developing a Leasing Plan**
In this course attendees will take a closer look at the application of market research and economic analysis, sales analysis and tenant mix analysis. A special focus will emphasize the merchandising of different types of centers – super regional, regional, community, neighborhood, specialty – as well as analyzing similarities in the merchandise mix of different types of centers. Attendees will also gain a deeper understanding of a project re-leasing case study involving an actual property utilizing lease plans and re-merchandising strategies.

**Development, Redevelopment and Mixed-Use**
The development and redevelopment process along with mixed-use will be the focus of this course. There are many components to consider that include working with ownership, development trends, overall development plan, site planning, tax incremental financing, sustainable design, construction and operation, redevelopment opportunities, managing community outreach and public process. An additional focus will be placed on the scope of projects that address super regional, regional, lifestyle, and community centers as well as mixed-use projects components, facilities coordination and ownership structures.

**Sponsorship and Partnership Marketing**
This course will help attendees better understand how to make sponsorships work in the real world. There will be two sponsorship case studies – play area naming rights and creating a long term sponsorship with a local company. Areas of focus will also include the definition of partnership marketing, making partnerships work for you and the partner as well as a partnership case study on maximizing a media buy.

**Advanced Public Relations and Crisis Management**
Every company should have a crisis management plan and use public relations as a tool to develop a positive communications plan. Subjects of discussion in this course will include developing target audiences, reaching the target audience, merchant relations, tracking results of media coverage, crisis management and developing a crisis management plan, different types of crisis, goals during a crisis, notification, the crisis management team, the crisis management center, crisis team responsibilities, managing the media and post-crisis management.

**Professionalism in Retail Marketing**
This course will provide a complete and thorough review of the CMD certification process and how it can benefit you as a marketing professional. Discussions will include eligibility requirements, study materials, application submission, preparing for the exam, examination content, exam test rationale, tips on studying, use of ICSC books, online content and schools to augment learning to increase comfort level with test specifications.

**Specialty Leasing and Alternative Revenue**
This class is guaranteed to bring a deeper understanding of specialty leasing and alternative revenue streams for your shopping center or assets. Learn how program development from owner expectations, income vs. image balance, expenses, personnel, strategic plans and revenue streams are all intrinsic facets of understanding specialty leasing and keys to success. Attendees will also learn about program administration, deal documentation, revenue collection, operating, controls, visual presentation and resources for making contacts. When it comes to making the deal, it is important to understand prospecting, deal terms, risk/reward, insurance as well as termination rights.

**Tenant Coordination**
In this course attendees will learn from the developer’s perspective as well as the tenant’s perspective. Topics will include lease agreement of demised premises, inspecting the space, meeting with tenant’s leasing agent to discuss deal, working with your own leasing agent to determine scope of work, the tenant coordination process close-out procedures and reporting requirements.

**Lease Administration**
Through this course attendees will learn how to define the team responsibilities while understanding the leasing person’s role in enforcing the lease. Subjects include understanding the lease summary, auditing the tenant, responsibility of monitoring the tenant, billings and collections, enforcing lease provisions, management’s power in enforcing the lease, administration of additional charges and options including common area maintenance, real estate taxes, insurance, renewals and security deposits.
**Rетailing Basics and Tenant Productivity**

After attending this class, you will have a greater understanding of the retailer business structure as well as types of retailers and how to best align their business models with your goals to increase overall productivity. Topics of focus will center around fundamentals of retail merchandising, retail math, economics of retailing and retail and real estate (economics of retail types such as retail site selection, store planning and merchandising of product). Understanding the lease, basic communication between landlord and retailer, retailer retention, and how management and leasing team’s roles can increase productivity by working together will also be covered.

**Prospecting for Tenants: Sources, Trends and Negotiations**

This course will help attendees understand how to analyze the market by defining the trade areas, determining the competition, performing rent analysis of competition and evaluating the lease plan. The art of finding and identifying prospects through advertising, publicity, brokers and trade shows is just a few of the subjects which will be discussed. Attendees will also learn negotiations, lease summaries, pro formas, demographic packages, construction and design criteria, CAM estimate and tax estimate and how to negotiate the deal.

**Making the Deal: Salesmanship and Structuring Special Deals**

Attendees will take an in-depth look at the art of salesmanship while understanding the deal and the deal presentation. Topics will include closing the deal (written proposals, responsibilities, techniques), moving existing tenants, replacing weak tenants, introducing new tenants and applying basic principles to create the best merchandise mix. Attendees will also work through a case study to bring a fresh perspective and angle of understanding to this subject.

**Lease Language and Applications of Law**

This course will bring a greater understanding of lease language and how law functionalities pertain to common applications. Focuses of study will include letters of intent, general tenant lease form, basic lease provisions (exhibits, lease term, options, rent, common areas and facilities, lease assignments and sublease), affirmative covenants between the landlord and tenant, tenant negative comments, bankruptcy and liens. Additional topics will include other documents and assignments such as reciprocal easement agreements, construction, operations and reciprocal easement agreements, conditions, covenants and restrictions, estoppel, subordination, non-disturbance and atonement.

**LEASING II INSTITUTE**

**Managing the Asset**

This course will focus on determining and growing value – one of the most important asset management issues. Attendees will learn how value grows, merchant sales, developing the merchandising plan, budget review, evaluating the lease deal, marketing fund expenditures, specialty leasing optimization, alternative revenue opportunities, redevelopment and expansions and sustainability.

**The Law and Its Application: Working With Your Attorney**

In this course, attendees will have discussions of key lease provisions which include premises, lease term, graduated rent, percentage rent, extra charges, kick-out clauses, options to extend, assignments and subletting, use clauses, exclusives, continuous occupancy, inducement and co-tenancy, governmental compliance, non-disturbance and atonement. Attendees will also learn about reciprocal easement agreements.

**Project Economics: The Value of Leasing**

In this course this will include valuating shopping centers, financial terminology, ownership positions and expectation, valuation matrix, value of a lease, impact of a single lease on financial performance, financial effects of tenant allowances, offsets and limited recoveries. Additional topics will include economics of re-leasing, economics of buyouts, relocations and take-backs, typical deal structures, valuing various deal components, expansion and development pro formas, leasing process influence on center expansion, new development and redevelopment.

**Advanced Retailing: Increasing Tenant Productivity**

Attendees will focus on understanding the retail business and the retail cycle which includes retail trends, retail terminology, today’s changing retail environment, the economics of retailing, an overview of the financial cycle and retail investment/exit strategies. It is important to grasp your role in increasing productivity and understanding the business your retailers are in and what you can do to increase retail sales. This class offers an advanced perspective for growing into a seasoned professional that consistently increases tenant productivity.

**Merchandising the Center and Developing a Leasing Plan**

In this course attendees will take a closer look at the application of market research and economic analysis – sales analysis, tenant mix analysis. A special focus will emphasize the merchandising of different types of centers (super regional, regional, community, neighborhood, specialty) as well as analyzing similarities in the merchandise mix of different types of centers. Attendees will also gain a deeper understanding of a project re-leasing case study involving an actual property utilizing lease plans and re-merchandising strategies.

**How Research and Marketing Drive Center Productivity**

In this course attendees will learn why research and marketing are critical to the overall process in driving center productivity. Topics focus on creating a knowledge base, tools for planning and evaluation, discussion on industry and world complexities and the state of retailing/leasing. Other topics include competitive factors, economic impacts, what’s possible through research, retail concepts, marketing support, marketing concerns, selling points, marketing media, temporary tenant initiatives, franchise opportunities and audio-visual tools.
Peripheral Land
In this course attendees will explore what potential property users consider when locating outparcels. Topics include size of location, size of center GLA, parking ratios required, topography of land, ingress-egress, traffic counts and visibility. It is important to understand the factors considered when pricing outparcels (methods and sources) and marketing outparcels. Other topics of study will include structuring the deal, ground lease, build-to-suit, outparcel guidelines, utilities, broker relationships, qualifying, preventing conflict, broker’s commission and legal documents.

Leasing Open-Air Centers
There are many types of centers and it is imperative for leasing professionals to understand the different management challenges that can affect open-air centers. Topics of focus will include physical structures, merchandise mix, property history, competition, ownership objectives, leasing and marketing challenges, management procedures common to open-air and specialty, staffing, policy manuals, bidding procedures, contract administration and lease administration.

Professionalism in Retail Leasing
This course will provide a complete and thorough review of the CLS certification process and its benefits to you as a leasing professional. Topics will include eligibility requirements, study materials, application submission, preparing for the exam, examination content, exam test rationale, tips on studying, use of ICSC books, online content and schools to augment learning to increase comfort level with test specifications.

DEVELOPMENT, DESIGN & CONSTRUCTION INSTITUTE

Devising a Development Plan
Discuss market opportunities, conceptual planning, center’s retail interest and financial feasibility. Learn retail fundamentals such as types of centers, parking ratios, types of retailers and their co-tenancy requirements, market research and sales projections. Analyze site selection criteria including access, zoning laws, land use and environmental analysis. Acquisitions, real estate agreements and the government approval process are discussed along with financing requirements. Attendees will learn pro forma development, ROI (Return on Investment), IRR (Internal Rate of Return) and sensitivity analysis.

Design Principles and Practices
Learn the role of the design architect. Get an overview of the design process from pre-design to schematic, design development, construction documents and the actual building process. Attendees will take a closer look at current design trends in retail in every shopping environment. Discuss everyday issues such as energy consumption, maintenance, customer convenience and future applications.

Retail Store Planning
Key objectives of retail planning lead off this class which concentrates on designing the optimum retail store. Process and rollout design are taught in-depth from prototype to design to final. Materials, visual merchandising and marketing as well as the key constraints of inventory and traffic flow are factored into the mix. Retail planning from the landlord’s perspective – its purposes and processes – and how they relate to different kinds of property allow you to see retail planning from both sides of the industry.

Tenant Coordination
Like many industry issues, tenant coordination has two sides – developer and tenant. You’ll learn both as you assume the role of a tenant coordinator. Topics include architecture, engineering, construction, codes, legal and property operations. You’ll review the lease language, go through a design review and culminate with the complete tenant construction process. As a post-script, you’ll learn about close-out procedures and reporting requirements.

Project Cost Management
Get an overview of overall project cost – soft costs, hard costs and owner contingencies. Discuss how a construction budget is actually developed. Attendees will look at financial feasibility, risk mitigation and financing. You’ll see how a budget is developed by both the developer and the retailer. Analyze the components of a construction budget from the competitive bid process to historical costs to dealing with escalation and inflation. Finally, discuss ongoing cost management from forecasting (monthly reporting, budget vs. actual and estimating costs to complete project) to change order management, pay application process and contractor contingency.

Construction Law, Insurance and Ethics
In this course attendees will take a fresh look at various construction law and insurance protocols. Ethics are extremely important to understand when dealing with various agreements between the developer, major users, tenant and consultants. Topics in this course will cover insurance and how it relates to coverage, insurance documents, the owner working with the developer, and practicing good ethics in the workplace.

Construction Administration
The different roles of the construction manager, owner’s rep, project manager, program manager, process manager and general contractor are taught in detail. Pre-qualifications and the selection process are also discussed. Owner-contractor agreements and standard forms are analyzed. The construction process from pre-construction, schedule, sub-contractor selection, site and building construction, safety and quality control to close-out the entire process is broken down and dissected from a practical standpoint with a real-life property as the model.

Codes, Rules and Regulations
In this course attendees will gain a deeper understanding of government regulator approvals, site plan reviews, location of buildings, site access for fire department equipment and zoning. Other topics include accessibility and worker safety (ADA, OSHA), building codes for states, cities and countries, code review, permit process and building occupancy permits.

Professionalism in Retail Development, Design and Construction
This course provides a thorough review of the CDP certification process and its benefits to you as a Development, Design and Construction professional. This online course focuses on eligibility requirements, study materials, application submission, preparing for the exam, examination content, exam test rationale, tips on studying, use of ICSC books, online content and schools to augment learning to increase comfort level with test specifications.
GLOBAL MANAGEMENT,
MARKETING & LEASING LEVEL I INSTITUTE

Shopping Centers: A Worldwide Overview
An introduction to the roles and responsibilities of shopping center managers, marketing directors and leasing specialists in increasing property value. Students will learn what today’s shopping center management must know to succeed in today’s fast changing, competitive environment.

Retailing Basics and Principles
Understanding the retailing business is a critical element to succeeding in the shopping center business. Here is where you’ll learn how retailing works right down to the formulas that determine how much a product can sell for and how many times that item has to sell or “turnover” in order for the store to pay its obligations to the landlord and still make a profit. Communication strategies between landlord and retailer are also discussed in full.

Basics of Leasing and the Lease Language
A review of the leasing process and the shopping center lease, explaining both the language and the importance of the various provisions in this complex contract that dictates the relationships among property owners and retail tenants. Specific subjects include lease terms, minimum rent and percentage rent, performance requirements, construction allowances, key money, common area maintenance (CAM) service charges, and what is typically required in lease negotiations.

Market Research
The role and techniques of marketing research are analyzed including best methods of obtaining primary and secondary research, understanding data and applying research in the strategic plan. Topics discussed include center/competitive data, consumer data, market data and benchmark tools and their applications.

Operations: Maintenance, Security and Risk Management
Cost control and minimizing risk are keys to increasing net operating income in both growing and mature shopping center markets. Here’s where you’ll learn the basics of center maintenance and what to look for when making crucial decisions on whether to repair or replace. An overview of insurance and risk management issues are also included along with a look at shopping center security. Ways to develop and manage a security force, public relations tactics, assessing security and preparing a security manual are discussed in this essential course.

Center Merchandising and Tenant Mix
Before a center is built and deals signed, there has to be a plan. This course will show you how to formulate a successful tenant mix through setting goals, accumulating research, determining market needs and fully understanding what it means to merchandise a center. You’ll analyze the process from a new center perspective as well as from a redevelopment view. Terminology, pre-planning techniques, retail classification analysis to determine needs, reasons to re-merchandise, as well as future directions and trends for retailing and shopping centers, will be discussed.

Accounting, Budgets and Lease Administration
Learn the fundamental components of accounting and lease administration in the shopping center industry with focus on determining minimum base rent and percentage or average rent. Pass-through costs such as common area maintenance, real estate taxes, insurance and utilities are discussed at length. Besides basic budgeting, alternative income sources and billing examples are revealed as well as a section dealing specifically with collections and defaults.

The Marketing Plan
An overview explaining the basic structure and format of the marketing plan as a tool to define and work towards specific goals. A typical five-step marketing plan is reviewed, emphasizing marketing’s role in maximizing center value. Strategic plans will also be discussed to provide new ideas.

Consumer Marketing: Advertising, Sales Promotion, Community and Public Relations
This course focuses on promotion as the ultimate marketing tool. You’ll see how advertising working together with public relations, community relations and sales promotions can and does make a difference in influencing where people shop and what they buy when they get there. This course will also demonstrate the importance of media advertising and how it is purchased as a means to maximize consumer patronage.

Shopping Center Analysis
A brief classroom discussion will focus on analysis of a major area shopping center toured by the class. You will visit a local property with a worksheet that you will complete on-site to help you record your observations of the center as a learning exercise. Discussion will include an analysis of the tenant mix, visual merchandising and temporary tenants, including Retail Merchandise Units (RMUs) and kiosks as well as the center’s physical layout and any market issues that may be determined.

 MANAGEMENT, MARKETING & LEASING LEVEL II INSTITUTE

Using Marketing and Research in the Leasing Process
No successful leasing plan happens without thorough research before and expert marketing after. This course will show you how it all comes together. You’ll see where research, done properly, can determine not only what tenants should consider in a project, but if the project even happens at all. Discover how the marketing plan is really the leasing professional’s best weapon in making critical decisions that can make or break a center.
The Business Plan: Creating Maximum Value
You’ll better understand the many roles the business plan will play to maximize operational efficiencies, net operating income and enhance long-term center value. The basic components of effective business planning will be discussed including leasing plans, marketing plans, capital plans and budget detail. Operational topics include supervision of contractors and in-house labor assigned to the physical plant (including maintenance and security), fiscal direction and control, other vital operational responsibilities such as specialty retail/permanent space leasing, relations with tenants, owners, lenders and the community.

Advanced Leasing Strategies
You will take an in-depth look at the retail environment, which includes a discussion of the importance of leasing to a shopping center’s fiscal soundness and a detailed examination of the multiple components of the lease document. This course emphasizes tenant mix and analyzes how to devise leasing strategies to select and pursue tenants that maximize the center’s total productivity. Specific subjects include negotiation strategies, isolating redevelopment opportunities, and structuring a deal. Above all, you’ll discover the dynamics of negotiating a lease that’s a winning proposition for both landlord and retailer.

Advanced Marketing and Other Strategic Planning for Optimum Productivity
Learn more about the types of marketing actions that provide the most cost-effective and efficient results affecting financial performance of shopping centers. Discussion is focused on selling the property as a product, implementing the marketing plan, and integrating marketing into the management and leasing disciplines. The course concentrates in-depth discussion on new innovations in marketing, specifically tourist and sponsorship-driven initiatives that are driving both customers and producing owner revenue at centers all over the world. You’ll also receive tips on assessing marketing success by analyzing key components of the operating statement.

Design: The Center and Retailer
The principal elements of center and store design are examined, with emphasis on ways to enhance the aesthetic attraction of the shopping environment. Topics include signage, floor plans, lighting, entrances, displays, vacant spaces, temporary tenants and point of purchase advertising.

Redevelopment and Refurbishment Priorities and Techniques
Will your center require a complete redevelopment of the property or a refurbishment to brighten the look of your center and increase traffic to it? These significant aspects of the shopping center industry are crucial for long-term growth and to recoup the financial investment for the ownership and the development team. This class examines trends in redevelopment and refurbishment, what do customers want and need to see in today’s modern centers, how to perform a realistic and complete property analysis, what are various design trends and elements you must evaluate in order to prepare the redevelopment plan, what anchors and traffic generators do centers need today to remain competitive, and how to calculate the income potential and the risk/return analysis necessary to justify a redevelopment or a refurbishment.

Sponsorship and Alternative Revenue
Actual case studies highlight this focused course on revenue generation through sponsorship and budget maximization through partnerships. The difference is crucial. You’ll discuss the pure form of sponsorship, where money is paid to the property owner in exchange for product exposure. You’ll learn the do’s and don’ts of proposal preparation and how to properly value your property’s worth to a sponsor. You’ll see what’s working, and you’ll see what isn’t. Also, learn the delicate balancing act of partnership marketing, where a mutual benefit is derived by both property and third party, without direct financial consideration.

Shopping Center Finance
Master the concepts of shopping center value, time value of money, net operating income, capitalization rates, cost of working capital, and internal rate of return and payback of lease deals (particularly those with substantial capital requirements).

The emphasis of this course is on return on investments, increasing funds from operations (FFO) and shopping center valuation. Tools covered include monthly financial statements, pro formas, annual budgets and forecasts. A major theme is how time complicates basic assumptions about future conditions and value.

The Team Approach to Asset Management
See how leasing, specialty leasing, marketing and property management teams can work together to increase productivity strategies. Collaborative and cooperative methods are reviewed to focus discussion on relationships among owners/developers, management tenants, lenders and customers. You will participate in exciting workshops that review effective teamwork techniques employed to improve a center’s competitive position and enhance its net operating income, resulting in increased value.

Redevelopment Analysis
You’ll have the opportunity to take a real-world shopping center scenario and plan a redevelopment project. You will visit a local property with a worksheet that you will complete on-site to help you analyze redevelopment opportunities as a learning exercise. This interactive class allows you the creativity to take a property and make it better within the confines of market and budget limitations.
MANAGEMENT I
An Overview of Shopping Centre Management in Europe
You will learn the role and responsibilities of shopping centre managers, how you can increase property performance and improve the value of the asset through effective management. The focus is on management’s impact on enhancing centre value and maximising funds from operating the retail property. Learn how to develop and implement an appropriate property business plan that considers the physical maintenance of a property, and the importance of retailing, merchandising, letting, potential redevelopment, marketing, communication and human resources.

Security and Crisis Management
Learn how to hire the “right” security officer and learn the training techniques necessary to make that officer a proactive member of your management team. Security “mechanics” are discussed in depth. Development of a major incident management plan and how it applies to all manner of crisis events such as flood, earthquake, fire, criminal activity, protests, strikes, etc. make up a significant part of this course. See how teamwork between the shopping centre management team, local officials and corporate support staff work together to ensure the integrity of the property when disaster strikes and how positive public perception is preserved through even the most trying of circumstances.

The Lease Language
You will participate in a question-and-answer discussion with the instructor as a shopping centre lease is reviewed step-by-step. Both the language and the importance of the various components of this complex document will be explained, as they impact both legal and business issues in general terms that apply to laws in various Western European countries. Letters of Intent (LOI), basic lease provisions and common area maintenance (CAM) service charges will be discussed. Legal terms relating to option, rights of landlord and tenants, tenant covenants, force majeure, estoppels and adornment will be explained.

Accounting, Budgets and Lease Administration
Understand the concepts of shopping centre accounting, income and expense management, net operating income (NOI) and its effect on centre value. You will be introduced to basic financial calculations that are used to determine a centre’s income and budget with emphasis on the pro forma to anticipate the cost of capital and return on investment. Specific lease accounting topics covered include: calculating total rents, common area service charges, taxes, insurance, utility costs and billing procedures.

Principles of Leasing and Commercialisation
This class is guaranteed to bring a deeper understanding of specialty leasing and alternative revenue streams for your shopping centre or assets. Learn how programme development from owner expectations, income vs. image balance, expenses, personnel, strategic plans and revenue streams are all intrinsic facets of understanding specialty leasing and keys to success. Attendees will also learn about programme administration, deal documentation, revenue collection, operating, controls, visual presentation and resources for making contacts. When it comes to making the deal it is important to understand prospecting, deal terms, risk/reward, insurance as well as termination rights.

Design, Construction and Course Fit-out
Learn how architecture and design set the tone of the centre and how tenant design criteria can impact the centre and retailer’s image. Understand terminology and methodology relating to construction of base building, common area, as well as tenant spaces. Familiarise yourself with basic shopping centre construction requirements including organization, budgeting, and staffing as well as how to prepare effective specification bid packages for construction, capital improvement and service contracts.

Insurance and Risk Management
You will explore the basics of property and liability insurance beginning with a review of the terminology and focusing on the rights and responsibilities of owners, managers, tenants and customers in different risk situations. You will find out about liability, claims procedures and effective risk management techniques. Topics also cover security, protection of private property, intervention in both criminal and non-criminal situations, deploying labor and guiding contract services. You will learn techniques to improve security perception with relatively low-cost tactics and how to work with merchants and law enforcement officials to promote safety within the centre.

Operations, Common Area Maintenance and Sustainability
Understand how to analyse and implement long-term capital needs and basic shopping centre operations. The course will also cover preventive maintenance, determination of maintenance needs, developing a basic approach to maintenance, deciding whether to repair or replace equipment, the upkeep of specific maintenance areas, landscaping, food courts, roofs and other shell maintenance, common areas, heating, ventilation and air conditioning (HVAC) systems and other mechanical systems, floors and parking lots, energy management techniques, and use of in-house labor and contracted services.

Retailing Principles and Tenant Retention
You will pick up the principles of retailing, merchandising and the buying process. You will learn principal types, ownership structures and industry-specific terminology. A major benefit will be a valuable overview of retail terms, tenant mix criteria, and the primary goals of management, marketing and leasing teams as they relate to retail productivity. Specific topics include troubleshooting, marketing assistance, skills in communication, participation and motivational strategies to use with retailers. Retailer motivation will encompass incentive programmes and the challenges one faces in getting retailers to participate in, and benefit from, marketing programmes.
MANAGEMENT II

Strategic Use of Research
Learn how market research is the foundation of all facets of the decision-making process. Review the details of the research process from formulation to implementation, including the analysis and formulation of strategies involving operations, marketing and letting. Learn about redevelopment opportunities uncovered through the analysis process. Topics include shopping centre needs assessment and specific market characteristics, methodology and analytic tools.

Leasing and Developmental Strategies
You will take an in-depth look at the retail environment, which includes a discussion of the importance of letting to a shopping centre’s fiscal soundness and a detailed examination of the multiple components of the let document. This course emphasises tenant mix and analyses how to devise leasing strategies to select and pursue tenants that maximise the centre’s total productivity. Specific subjects include lease terms, minimum and percentage rents, performance requirements, tenant improvement allowances, common area maintenance (CAM) charges and lease negotiations.

Finance: Debt and Equity
Master the concepts of shopping centre value, including the time, value of money, net operating income and rate of return, capitalisation rates, cost of working capital, and the internal rate of return and payback of let deals (particularly those with substantial capital requirements). The emphasis of this course is on the return on investments, increasing funds from operations (FFO) and shopping centre valuation. Tools covered include monthly financial statements, pro formas, annual budgets and forecasts.

The Asset Management Team
See how letting, specialty letting, marketing and property management teams can work together to increase productivity. Strategies, collaborative and cooperative methods are reviewed to focus discussion on relationships among owners/developers, management, tenants, lenders and customers. You will participate in exciting workshops that review effective teamwork techniques employed to improve a centre’s competitive position and enhance its NOI.

Diverse Retail Formats
Learn how to meet the requirements and overcome the unique problems of managing properties and incorporating retail with other uses as well as centres located in urban areas. Specific topics include management of the physical plant and addressing the problems and opportunities particular to these centres: tenant mix, dealing with competing centres and retailers, developing a policy manual and bidding procedures, lease administration and reporting practices.

Diverse Retail Formats: A Case Study
Through visiting a shopping centre, you will use the principles of managing mixed-use and urban centres to experience first-hand. Specific topics include tenant mix, appearance, temporary tenants and entertainment. Additionally, you will observe the potential refurbishment and the redevelopment opportunities.

The Business Plan
You will better understand the many roles the business plan will play to maximise operational efficiencies, net operating income and to enhance long-term centre value in today’s competitive environment. The basic components of effective business planning will be discussed including the leasing plan, marketing plan, capital plan and budget detail. Operational topics include supervision of contractors and in-house labor assigned to the physical plant (including maintenance and security), fiscal direction and control.

Creating an Effective Business Plan Workshop
This class will teach participants through a workshop how to use the fundamentals learned in creating an effective business plan by actually creating a section of a business plan. The class will be split into groups with each group presenting a complete business plan with the following sections: Leasing, Operational, Marketing, Redevelopment and the Financial and Capital plan.

The Law and Its Application
Learn what to do and what not to do to diminish exposure and keep legal fees to a minimum. As an experienced manager, you will gain a far better understanding of the legal principles underlying your duties and daily responsibilities. This course analyses and dissects the many contractual and non-contractual relationships created and maintained by the property manager. You will have a firm basis for determining when legal advice should be sought and when sound business judgment is sufficient to solve a problem.

MARKETING I

An Overview of Shopping Centre Marketing in Europe
You will receive an in-depth review of the marketing manager’s role as it involves all facets of shopping centres, including the lease document, financial reporting, legal responsibilities, budgeting, license agreements, taxes, insurance and contracts. The responsibilities of managing an internal marketing department to appropriate marketing expenses as well as outside resources for the marketing function will also be discussed. The session concludes with an introduction to building relationships with owners.

The Marketing Plan
Learn how to develop an effective marketing plan in this two-part class. First, you will participate in an in-depth discussion of how to develop an effective plan comprising the five key parts: the situation analysis, identifying problems and opportunities, setting worthwhile goals, developing strategies and employing tactics that will help achieve the centre’s objectives. Several strategic marketing plans are provided as part of the lecture to give students valuable and relevant examples. You will also be asked to perform a hands-on sales analysis. During the second half of the class, you will participate in a workshop to develop a strategic marketing plan. You will come away with the thought processes you can employ in your own planning efforts.

Principles of Use and Market Research
Learn about the techniques and interpretation of market research. Specific topics include the utilisation of various methods of shopping centre research. Included will be centre/competitive data, primary consumer data, footfall, secondary market data, defining the catchment area and benchmark tools and their application.
European Retail Property School
Global School for Professional Development

Effective Advertising and Media Planning
Learn all about advertising in newspaper, television, radio, direct mail, outdoor, internet and other media. Gain a basic knowledge of media terminology, research and buying strategies, comparing and maximising media options, and developing goals for effective media use. This course will assist you in evaluating media buys and placements.

Digital and New Media Concepts
Do you log into social networking sites such as Facebook, Twitter, YouTube, Foursquare, Yelp and LinkedIn? Do you think of digital media as what’s on your PC or MAC? Do you have an interactive blog? The world is changing fast…and this course will get you caught up to speed on the new technologies and how the retail real estate industry is using these new tools to drive income for their centres and stores.

Public Relations, Community Relations and Corporate Social Responsibility
Your shopping centre can be featured in the news and you will learn how. Come away with an understanding of public relations and its role as an effective marketing tool. Learn the vocabulary of media relations, ways of determining the newsworthiness of various shopping centre activities, different types of publicity coverage, things you need to know about working with the media, how to influence public opinion, ways to generate positive coverage and how to evaluate the media coverage you receive.

Marketing to Increase Centre Performance
Learn why marketing and the role of the marketing manager is critical to the success of the shopping centre. This course examines how a shopping centre derives its earnings from your retailers’ rent and how marketing contributes to that process. Letting support, the impact of retail sales in setting market rents for renewals and re-letting, increases in turnover rental income, and the creation of additional income sources in relation to the centre’s marketing plan will be discussed. In addition, the basic fundamentals of shopping centre economic formulae and lease terminology will be covered.

Retailing Concepts and Visual Merchandising
Learn retailing concepts as well as how to evaluate a store’s visual appeal, with emphasis on inventory breadth and depth, traffic flow, layout, visual presentation and merchandise displays.

Retailing Principles and Tenant Retention
You will learn the principles of retailing, merchandising and the retailer’s merchandise buying process. We will cover principal types, ownership structures and retail industry specific terminology. A major benefit will be a valuable overview of retail terms, tenant mix criteria and the primary goals of shopping centre personnel as they relate to retail productivity. Specific topics include troubleshooting, marketing assistance, skills in communication, as well as participation and motivational strategies to use with retailers.

MARKETING II
Strategic Use of Research
Learn how market research is the foundation of all facets of the decision-making process. Review the details of the research process from formulation to implementation, including the analysis and formulation of strategies involving operations, marketing and letting. Learn about redevelopment opportunities uncovered through the analysis process. Topics include shopping centre needs assessment and specific market characteristics, methodology and analytic tools.

Basics of Leasing and Tenant Mix
The principal elements of this course will help you identify your goal through understanding a lease plan, merchandise plan, NOI objectives, owner’s criteria and components of terms. Attendees will also learn to identify the tenant by understanding, prospecting, qualifying the merchant, on-site visit, sales information-market demographics, deal parameters-ethics and negotiating and closing the deal. Making the deal can be a win-win for both of the deal making parties.

Strategic Marketing to Enhance Centre Productivity
Learn more about the types of marketing actions that provide the most cost-effective and efficient results affecting the financial performance of shopping centres. Discussion is focused on the relationship between marketing programme costs and sales performance. Analytic tools discussed include rent formulas, demographic characteristics and sales performance comparisons. You will learn about the cost of capital and how you can evaluate the marketing results that justify capital invested in marketing.

The Asset Management Team
Discover how letting, specialty letting, marketing and property management teams can work together to increase productivity. Strategies as well as collaborative and cooperative methods are reviewed to focus discussion on relationships among owners/developers, management, tenants, lenders and customers. You will participate in workshops to review effective teamwork techniques employed to improve a centre’s competitive position and enhance its net operating income.

Diverse Retail Formats
Investigate the ways marketing can be implemented to address the problems and opportunities unique to mixed-use and urban centres. Examine the issues that differentiate them from larger properties. This course covers those unique centre concerns, including such topics as defining the market, strategic planning and marketing, and the financing and sustaining of a successful marketing programme.

Diverse Retail Formats – A Case Study and Analysis
Through visiting a shopping centre, you will use the principles of managing mixed-use and urban centres to experience first-hand. Specific topics include tenant mix, appearance, temporary tenants and entertainment. Additionally, you will observe the potential refurbishment and the redevelopment opportunities.
Public Relations, Strategies and Crisis Management
Learn ways to extend the application of public relations beyond generating free media coverage. Make public relations a strategic part of your centre’s marketing plan and target approaches to specific media, consumers, tenants and city/state officials. You will understand how to use public relations techniques to influence your community and customer base positively. This session will also focus on effective pre-planning for all types of crisis situations faced by shopping centres today.

Commercialisation and Alternative Revenue
This course will cover a specialty-marketing programme that specifically targets a lucrative market. We will discuss tourism research, developing a tourism-marketing plan, sales and marketing techniques. Sponsorship programmes and partnerships are another way to bring in money and increase revenue to ultimately change the value of the shopping centre. This course will explore the difference between the two, look at how to identify potential sponsors and partners, how to negotiate with them and how to nurture the relationship for long-term success.

Marketing Innovation
This course will explore specific innovative tactics within marketing to stay relevant and “think outside of the box” for purposes of reaching productivity goals, strategising business and leasing plans, understanding social media, obtaining sponsorships, and researching data. Every marketing professional is challenged with reaching various markets through an ever changing society of social networking and the way consumers think. Innovative ideas will be given through case studies, group exercises, and brainstorming with an extra emphasis on social networking.

LEASING I
Overview: Shopping Centre Leasing in Europe
In this course attendees will gain a fresh perspective of what it means to be a leasing representative in today’s climate. Individuals working in a corporate brokerage house or retail real estate company will learn how to define the leasing team (landlord rep, tenant rep) using demographics to make decisions. Attendees will also learn how to create the ideal tenant mix by determining rental rates and creating value and discuss trends in ownership, rehabilitation of centres, mixed-use, freeway retail, ethnic centres and the use of internet.

Basics of Leasing and Tenant Mix
The principal elements of this course will help you identify your goal through understanding a lease plan, merchandise plan, NOI objectives, owner’s criteria and components of terms. Attendees will also learn to identify the tenant by understanding, prospecting, qualifying the merchant, on-site visit, sales information-market demographics, deal parameters-ethics and negotiating and closing the deal. Discover how making the deal can be a win-win for both of the deal making parties.

The Lease and Its Language
You will participate in a question-and-answer discussion with the instructor as a shopping centre lease is reviewed step-by-step. Both the language and the importance of the various components of this complex document will be explained, as they impact both legal and business issues in general terms that apply to laws in various Western European countries. LOI, basic lease provisions, CAM service charges and legal terms like covenants, force majeure, estoppels and attornment will be explained.

Research and Selection of Tenants
This course will help attendees understand how to analyse the market by defining the trade areas, determining the competition, performing rent analysis of competition and evaluating the lease plan. The art of finding and identifying prospects through advertising, publicity, brokers and trade shows are just a few of the subjects which will be discussed. Attendees will also learn negotiations, lease summaries, pro formas, demographic packages, construction and design criteria, CAM estimate and tax estimate and how to negotiate the deal.

Principles of Leasing and Commercialisation
This class is guaranteed to bring a deeper understanding of specialty leasing and alternative revenue streams for your shopping centre or assets. Learn how programme development from owner expectations, income vs. image balance, expenses, personnel, strategic plans and revenue streams are all intrinsic facets of understanding specialty leasing and keys to success. Attendees will also learn about programme administration, deal documentation, revenue collection, operating, controls, visual presentation and resources for making contacts.

Making the Deal: Salesmanship and Structuring Special Deals
Attendees will take an in-depth look at the art of salesmanship while understanding the deal and the deal presentation. Topics will include closing the deal (written proposals, responsibilities, techniques), moving existing tenants, replacing weak tenants, introducing new tenants and applying basic principles to create the best merchandise mix. Attendees will also work through a case study to bring a fresh perspective and angle of understanding.

Tenant Coordination
In this course attendees will learn from the developer’s perspective as well as the tenant’s perspective. Topics will include lease agreement of demised premises, inspecting the space, meeting with the tenant’s leasing agent to discuss a deal, working with your own leasing agent to determine the scope of work, the tenant coordination process, close-out procedures and reporting requirements.

Lease Administration
Through this course attendees will learn how to define the team responsibilities while understanding the leasing person’s role in enforcing the lease. Subjects include understanding the lease summary, auditing the tenant, responsibility of monitoring the tenant, billings and collections, enforcing lease provisions, management’s power in enforcing the lease, administration of additional charges and options including common area maintenance, real estate taxes, insurance, renewals and security deposits.

Retailing Principles and Tenant Retention
You will learn the principles of retailing, merchandising and the retailer’s merchandise buying process. We will cover principal types, ownership structures and retail industry specific terminology. A major benefit will be a valuable overview of retail terms, tenant mix criteria and the primary goals of shopping centre personnel as they relate to retail productivity. Specific topics include troubleshooting, marketing assistance and skills in communication.
When I got involved in the shopping center industry, attending the Marketing Institutes at the John T. Riordan Global School for Professional Development was essential for me. I took it one step further and added credentials to my name – CMD to be exact. Getting ICSC Certified put me in the spotlight and I upped my game ten-fold!

Linda Dreyer, CMD  
Director of Marketing  
Combined Properties Inc.  
Washington, DC  
United States
Since inception nearly 50 years ago, ICSC Professional Certification has given special recognition to those who demonstrate the highest level of competency in their field, proven through education, experience, examination and professional ethics.

ICSC certification programs raise the professional standards of retail real estate professionals and establish a global network of leading retail real estate professionals. Taking the step to become ICSC Certified, or requiring Certification for your team, leads to advancement of the industry. As a global organization with a wide network of members, affiliates and business partners, ICSC has certified more than 6,000 retail real estate professionals in 55 countries. In addition to certifying more retail real estate professionals than any other organization in the world, ICSC is also the only organization providing professional certification specific to the roles you and your team perform.

These days, anything that differentiates you from the competition is career critical and professional certification gives you the distinction you’re looking for. ICSC certification programs are renowned for their rigor. They are not exams that simply test your ability to recall what can be read in a book or in the classroom. The exams measure your ability to perform the job in practical scenarios. They measure judgment, application of knowledge and problem solving ability. Rarely are easy answers to complex issues available in our daily work. This reality is reflected in ICSC certification exams. Because of the quality of our programs, recognition for being ICSC Certified is spreading worldwide.

- Expand your knowledge and skills
- Achieve highest professional standards
- Distinguish yourself from others
- Position yourself strategically
- Increase your worth to your company
- Demonstrate industry commitment
- Leverage global connections
- Embrace lifelong learning

“Education is a critical ingredient for professional success! Given the many ICSC offerings globally coupled with the industry’s leading professional certifications, you need only to select those courses that fit your specific experience level and career advancement needs. Schools, University, Executive Learning Seminars, Webinars, Online Learning, Publications, ICSC offers something for everyone!”

Gordon “Skip” Greeby, PE, SCDP
President
The Greeby Companies, Inc.
Lake Bluff, IL
United States
Professional Certification Programs
Getting Started

What's Your Specialty?
Through successful completion of the application, eligibility, candidate agreement and passage of a rigorous written examination, ICSC Professional Certification is available in five sectors.

Management | CSM
ICSC Certified Shopping Center Manager

Marketing | CMD
ICSC Certified Marketing Director

Development | CDP
ICSC Certified Development, Design & Construction Professional

Leasing | CLS
ICSC Certified Leasing Specialist

Leadership | CRP Executive
ICSC Certified Retail Property Executive

Qualifying Work Experience
ICSC requires that all professional certification candidates demonstrate a qualifying level of active, full-time experience with substantial shopping center responsibilities directly related to the certification the applicant is seeking prior to sitting for the examination. To expedite eligibility, one year of experience may be substituted by successful completion of Institutes from ICSC’s John T. Riordan Global School for Professional Development. Level I Institutes may be substituted with 30 hours of continuing education and/or college-level coursework, subject to approval. Experience and/or education used for eligibility must be obtained within 6 years of the candidate application.

Flexible Exam Dates
All exams are administered by appointment during approved testing windows. Applicants must select exam window at the time of application. Upon approval, candidates receive instructions to schedule an appointment on a date and time that fits their schedule. Appointments are available on a first-come, first-served basis so apply early.

Convenient Exam Locations
The number of secure test sites has increased to more than 400 globally including centers in Europe, Asia, Latin America, Middle East, United States and Canada, increasing convenience and reducing travel time and costs. Candidates test in a professional, environmentally controlled site managed by our industry-leading exam delivery provider, Prometric. Test centers have a limited number of seats available each day so space can become limited at a given center. ICSC cannot guarantee availability. Therefore, we recommend that you apply and contact Prometric immediately upon approval to schedule your appointment in order to maximize your chances of testing at the location and time of your first choice.

Immediate Results
The wait for exam results is over. Using a computer-based format, preliminary results are available immediately upon completion of the exam so candidates leave the test site knowing how well they performed. Official confirmation of results is provided approximately 30 days after the exam window closes.

Quick Facts

| Dates       |  
|-------------|---
| March 9–17  |  
| June 22–30  |  
| October 12–20 |  

| Format | Computer Based Examination

| Levels | Intermediate, Advanced

| Location | 400 Locations Worldwide

| Website | www.icsc.org/domore

| Tuition |  
| Application | USD $95 M | $195 NM
| Exam Appointment | USD $395 M | $795 NM

[MEMBER SAVINGS $500]
Employers value professionals who proactively seek opportunities to develop their skills and expertise. One of the best ways for individuals to demonstrate their commitment to career growth is by pursuing one of the industry-recognized certifications. Bottom line, obtaining your professional certification expands your skill set, boosts your worth and makes you more marketable.

<table>
<thead>
<tr>
<th>Employers’ Choice</th>
<th>Top 5 Benefits of Being Certified</th>
<th>Top 5 Types of Employers</th>
<th>Top 5 Markets Outside U.S.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>26% Internal Promotions</td>
<td>75% Owner/Developer</td>
<td>63% Canada</td>
</tr>
<tr>
<td></td>
<td>25% New Job Offers</td>
<td>16% Real Estate Management/Services</td>
<td>11% Latin America</td>
</tr>
<tr>
<td></td>
<td>20% Added Compensation</td>
<td>3% Retailer/Tenant</td>
<td>11% Europe</td>
</tr>
<tr>
<td></td>
<td>15% Employer Incentives</td>
<td>3% Architecture/Construction</td>
<td>9% Asia</td>
</tr>
<tr>
<td></td>
<td>14% Peer Recognition</td>
<td>1% Advertising/Marketing</td>
<td>6% Middle East</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Option 1: Experience</th>
<th>CSM</th>
<th>CMD</th>
<th>CLS</th>
<th>CDP</th>
</tr>
</thead>
<tbody>
<tr>
<td>4+ years</td>
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<table>
<thead>
<tr>
<th>Option 2: Experience + School for Professional Development</th>
<th>CSM</th>
<th>CMD</th>
<th>CLS</th>
<th>CDP</th>
</tr>
</thead>
<tbody>
<tr>
<td>3+ years and Management Institutes I &amp; II</td>
<td></td>
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<tr>
<td>3+ years and Marketing Institutes I &amp; II</td>
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<tr>
<td>3+ years and Leasing Institutes I &amp; II</td>
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<tr>
<td>4+ years and Development, Design &amp; Construction Institute</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Option 3: Experience + Other</th>
<th>CSM</th>
<th>CMD</th>
<th>CLS</th>
<th>CDP</th>
</tr>
</thead>
<tbody>
<tr>
<td>3+ years and Online Learning for Shopping Center Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>3+ years and Active Real Estate License</td>
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</tbody>
</table>
Successful application of knowledge, theory, and best practices to everyday challenges clearly define the ICSC Certified professional. Therefore, preparation is a combination of both experience acquired on the job and knowledge acquired independently. While there are no required educational courses for certification eligibility and this knowledge may be obtained in any manner, participation in organized, structured study programs is highly recommended. ICSC offers a variety of study aids to candidates who must develop a personal plan to prepare for an examination based on their own level of experience and areas of expertise.

Specifications Blueprint
Available as free downloads from the ICSC website, exam blueprints for each exam provide candidates with the framework of the exam content, organized to include a list of domains and the corresponding knowledge areas they’ll be tested on. Exam content blueprints are ideal to:

- Guide question development for ICSC exams by the item writers and certification committee.
- Provide direction on the full scope of knowledge and skills covered on the exams.
- Delineate the skills and knowledge that education professional development programs should address.

Global School for Professional Development
(See Pages 12-33)
The most comprehensive education program for shopping center professionals in the industry today, the level I and level II Institutes are each packed with over 30 hours of classroom instruction by discipline and are aligned with the content areas on the exam.

Knowledge Assessments
(See Page 80)
Available online anytime, participants access practice tests to instantly evaluate their strengths and weaknesses by content area, get familiar with how real exam questions are structured and practice for the full length exam.

Shopping Center Study Series
(See Page 82-83)
A weekly series of 12 webinars, each aligned with content area on certification exams, gives candidates the opportunity to jump start their study with a virtual group of peers from around the world.

Certification Review Courses
These 2 hour courses are offered in a classroom format at RECon and on-demand online year round, providing candidates with an in-depth overview and breakdown of exam content, test-taking techniques and a practice exam patterned after a real exam. Convenient and practical, these courses are designed to familiarize candidates with exam content, format and scoring. Identify your strengths and weaknesses, discover important test-taking techniques and develop a targeted study plan.

CMD Global Certification Review at RECon
Monday, May 20 | 9:00 – 11:00 am

CLS Global Certification Review at RECon
Monday, May 20 | 2:00 – 4:00 pm

CSM Global Certification Review at RECon
Tuesday, May 21 | 10:00 am – 12:00 noon

CDP Global Certification Review at RECon
Tuesday, May 21 | 2:00 – 4:00 pm

Online Review Courses: Visit icsc.org/onlineeducation
Orientation and Information Sessions

These orientations, held at a range of ICSC events, are your opportunity to learn about the certification process, receive take-home information for review, and talk about the value to earning your designation with industry insiders that are already ICSC Certified.

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
<th>Time</th>
<th>Location</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>Caribbean Conference</td>
<td>February 5</td>
<td>7:30–8:30am</td>
<td>San Juan, PR</td>
<td><a href="http://www.icsc.org/2013MIX1">www.icsc.org/2013MIX1</a></td>
</tr>
<tr>
<td>Mid-Atlantic Idea Exchange</td>
<td>February 20</td>
<td>8:00–9:00am</td>
<td>National Harbor, MD</td>
<td><a href="http://www.icsc.org/2013MIX2">www.icsc.org/2013MIX2</a></td>
</tr>
<tr>
<td>RECon Latin America</td>
<td>March 20</td>
<td>7:30–8:30am</td>
<td>Santiago, Chile</td>
<td><a href="http://www.icsc.org/2013MIX3">www.icsc.org/2013MIX3</a></td>
</tr>
<tr>
<td>European Conference</td>
<td>April 18</td>
<td>8:00–9:00am</td>
<td>Stockholm, Sweden</td>
<td><a href="http://www.icsc.org/2013MIX4">www.icsc.org/2013MIX4</a></td>
</tr>
<tr>
<td>Next Generation Conference</td>
<td>July 29</td>
<td>8:00–9:00am</td>
<td>Dallas, TX</td>
<td><a href="http://www.icsc.org/2013MIX5">www.icsc.org/2013MIX5</a></td>
</tr>
<tr>
<td>Florida Conference</td>
<td>August 19</td>
<td>8:00–9:00am</td>
<td>Kissimmee, FL</td>
<td><a href="http://www.icsc.org/2013MIX6">www.icsc.org/2013MIX6</a></td>
</tr>
<tr>
<td>Western Division Conference</td>
<td>September 19</td>
<td>8:00–9:00am</td>
<td>San Diego, CA</td>
<td><a href="http://www.icsc.org/2013MIX7">www.icsc.org/2013MIX7</a></td>
</tr>
<tr>
<td>NOI+ Conference</td>
<td>September 25</td>
<td>8:00–9:00am</td>
<td>Washington, DC</td>
<td><a href="http://www.icsc.org/2013MIX8">www.icsc.org/2013MIX8</a></td>
</tr>
<tr>
<td>Chicago Deal Making</td>
<td>October 3</td>
<td>8:00–9:00am</td>
<td>Chicago, IL</td>
<td><a href="http://www.icsc.org/2013MIX9">www.icsc.org/2013MIX9</a></td>
</tr>
<tr>
<td>Southeast Conference</td>
<td>October 29</td>
<td>8:00–9:00am</td>
<td>Atlanta, GA</td>
<td><a href="http://www.icsc.org/2013MIX10">www.icsc.org/2013MIX10</a></td>
</tr>
<tr>
<td>New York National Conference &amp; Deal Making</td>
<td>December 10</td>
<td>10:00–11:00am</td>
<td>New York, NY</td>
<td><a href="http://www.icsc.org/2013MIX11">www.icsc.org/2013MIX11</a></td>
</tr>
</tbody>
</table>

Online Learning Programs
(See Pages 76-85)
Choose between the nine course self-study program in shopping center management, à la carte courses and webinars provide candidates with the opportunity to refresh fundamentals and build new skills.

Publications & Textbooks
(See www.icsc.org/bookstore)
While there is no single publication that will prepare a candidate for an exam, many professionals preparing for ICSC certification use publications to augment their study.
Professional Certification Programs

Certified Shopping Center Manager

Languages: English | Spanish | Chinese

ICSC established the CSM (Certified Shopping Center Manager) credential in 1964 to advance high professional standards in shopping center management worldwide. Candidates for the CSM designation demonstrate at least four years of qualified work experience in center maintenance, leasing negotiations or administration, retailing, merchandising, marketing or promotion; community relations, financing, purchasing insurance, security and law. CSM certification is achieved through mastery of a body of knowledge, completion of the eligibility requirements, passage of a rigorous half-day written examination, and commitment to a code of professional ethics. Through the ICSC, an elite group of shopping center management professionals enjoys unparalleled opportunities for industry involvement and industry-wide recognition.

Qualifications

Successful CSM candidates are actively engaged in shopping center management as their primary job function with a minimum of four years of active, full-time experience obtained within the past six years. Qualifying work experience in shopping center management typically includes a combination of maintenance, leasing negotiations or administration, retailing, merchandising, marketing or promotion, community relations, financing, purchasing insurance, security and legal functions. Shopping center managers with a broad knowledge of shopping center management principles who have the ability to apply those principles to effectively manage all types of shopping centers should apply. Corporate or regional professionals who oversee the management function of one or more shopping centers are also encouraged to apply.

Body of Knowledge

Successful CSM candidates must master a body of knowledge that represents the full scope of the practice of management in retail real estate. The composition of the CSM exam is guided by extensive industry research into the knowledge, skills and experience needed for a qualifying candidate to hold the CSM designation. The CSM Admissions & Governing Committee oversees a methodical and comprehensive investigation of the content that should be assessed. Their research resulted in the identification of 67 essential competency areas organized into eleven knowledge domains. View the full content details, outline and category weights online.

EXAM CONTENT

Domain 1: Ownership/Asset Management – 5%
1.1 Ownership Structure (e.g., public and private real estate investment trusts [REITs], institutional, joint venture, partnerships, limited liability company [LLC])
1.2 Ownership Objectives (e.g., long-term or short-term hold, redevelopment)
1.3 Asset Management (e.g., functions, responsibilities)
1.4 Performance Matrix and Market Assessment
1.5 Valuation, Acquisitions and Dispositions (e.g., cost approach, comparison of similar transactions, income capitalization approach, due diligence, change in property management)

Domain 2: Accounting, Finance and Financial Reporting – 10%
2.1 Methods of Financing
2.2 Return On Investment (ROI) and Internal Rate of Return (IRR)
2.3 Debt Service (e.g., mortgage amortization, principal and interest, mortgage constant, income participation debt structures)
2.4 Net Present Value (NPV) (e.g., concept, application)
2.5 Balance Sheet (e.g., assets, liabilities, stockholders equity)
2.6 Income Statement (e.g., revenue and expenses, net operating income [NOI], funds from operations [FFO], net cash flow)
2.7 Collection Procedures, Asset Recovery (e.g., collection service, lease and tenant sales audits)
2.7.1 Cash Management (e.g., petty cash, check handling, physical deposits, electronic processing of payables and receivables, statement of reconciliation, gift cards)
2.7.2 Real Estate Tax Assessments (e.g., millage rate [tax rate], appraisal and contesting strategies)
2.7.3 Pro Forma (e.g., purpose, preparation, comparisons)

Domain 3: Lease Administration – 10%
3.1 Interpretation of Lease Provisions (e.g., rent abatement, lease termination, restrictions, kick-out, co-tenancy, lease commencement, gross receipts, holding over, quiet enjoyment)
3.2 Enforcement Procedures (e.g., notification requirements, cure periods, common area usage)
3.3 Fixed vs. Pro Rata Common Area Maintenance (CAM)
3.4 Other Rents and Recoveries (e.g., utilities, heating, ventilation and air conditioning [HVAC], waste removal)
3.5 Real Estate Taxes (RET) Recoveries and Billings
3.6 Methods of Calculating Tenant Pro Rata Share (e.g., gross leasable area [GLA], gross leasable occupied area [GLOA], leased area, exclusions, CAM pools)
3.7 Gross vs. Net Lease
3.8 Reconciliation Methods (e.g., CAM settlements, caps, offsets, year-end adjustments)
3.9 Rent Adjustments Based on Lease Provisions (e.g., step rents, overage rents, consumer price index [CPI], overage recapture)
3.10 Minimum and Overage Rent (e.g., natural vs. artificial breakpoints, percentage vs. overage rents)

Domain 4: Development/ Redevelopment – 7%
4.1 Land Acquisition
4.2 Site Planning
4.3 Tax Increment Financing (TIF) (e.g., districts, how cities use them, public improvements, other public economic incentives such as tax abatement)
4.4 Overall Development Plan (ODP) (e.g., land use entitlements, administrative and municipal approvals)
4.5 Sustainable Design, Construction and Operation (e.g., green building, energy and water conservation, resources and materials, indoor environmental quality, sustainable sites, leadership in energy and environmental design [LEED])
4.6 Redevelopment Opportunities (e.g., renovations and expansions, impact on operations, income and merchandise mix)
4.7 Focus of Project (e.g., super regional, regional, lifestyle, power, community, neighborhood, mixed-use, anchor influence on target customer)

Domain 5: Retail – 5%
5.1 Retailers Financial Statements and Indicators (e.g., capital assets, business plan, balance sheet, income statement, profitability, gross profit margin, current ratio, quick ratio, debt-to-equity ratio)
5.2 Retailing Concepts and Terminology (e.g., loss prevention, shrinkage, book inventory, inventory stock turns, stock keeping units [SKUs], customer relationship management [CRM], markups, markdowns, open-to-buy, visual merchandising)
5.3 Retail Store Classification (e.g., apparel, accessories, footwear, jewelry, gifts, home furnishing, electronics, packaged food, food service)
5.4 Retailer Types (e.g., department stores, mass retailers, specialty stores, catalog/internet)
5.5 Retailer Ownership Structures (e.g., independent, franchises, publicly held, privately held, regional chains, national chains, global)
Domain 6: Long-term Leasing – 9%
6.1 Market Rent Development (e.g., size, space, locations, market pressures)
6.2 Analysis of Occupancy Costs as a Percentage of Sales and Rent Restructuring
6.3 Relationship of Retail Use and Sales Potential to Rent Structure
6.4 Sales Reporting and Analysis (e.g., sales per square foot, comparable name-store, category ranges)
6.5 Merchandise Mix (e.g., needs, niche, opportunities, co-tenancy of highly productive retailers)
6.6 Prospecting for Long-term Merchants (e.g., competitive analysis, literature review, site visits, cold calls, ICSC deal-making events)
6.7 Tenant Incentives (e.g., tenant allowance/landlord work)
6.8 Rent Restructuring
6.9.13 Interior and Exterior Landscaping
6.9.14 Equipment (e.g., vehicles, compactors, lifts, communications, office equipment)
6.9.15 Housekeeping
8.1 tenant coordination/Building Management
8.2 general and Preventive Maintenance (e.g., inventory control, expense control, equipment)
8.3 contract administration
8.3.1 Contract Specifications, Scope of Work and Compliance
8.3.2 Competitive Bid Procedures (e.g., requests for proposals, bids required, deadlines, frequency, final approvals)
8.4 Building Regulations and Standards for Accommodating Persons with Disabilities
8.5.16 Information Technology (e.g., computer hardware and software)
8.5.17 Snow Removal
8.5.18 Utilities and Energy Efficiencies
8.5.19 Waste Management (e.g., recycling, compactor, hauling, landfills, incineration)

Domain 9: Marketing, Promotion, Community and Public Relations – 8%
9.1 Marketing for Retail Sales
9.1.1 Budgeting Guidelines (e.g., allocations by type, allocations by month)
9.1.2 Research Terminology (e.g., sales analysis, relative draw index [RDI], zip code [postal code] penetration, capture rate, demographics, psychographics, shopper intercept, telephone survey, focus groups, internet, secondary forms of research)
9.1.3 Knowledge of Area Market Including All Competitive Properties and Area Demographics
9.1.4 Results Measurement of Marketing Efforts (e.g., qualitative and quantitative analysis)
9.1.5 Marketing Funds Structures (e.g., media fund, lease required advertising, merchants’ association, landlord contribution)
9.1.6 Market Positioning (e.g., image projection, branding)
9.1.7 Advertising Media (e.g., print, outdoor, broadcast)
9.1.7.2 E-Commerce (e.g., web pages, reward programs, online shopping)
9.1.7.3 Visual Merchandising
9.1.8 Gift Cards (strategy, administration, restrictions, redemption, impact on sales, legal, business-to-business [B2B], business-to-consumer [B2C])
9.1.9 Merchant Relations
9.1.10 Customer Service
9.1.11 Five Steps in Marketing Plan (e.g., situation analysis, problems and opportunities, goals and objectives, strategies and tactics)
9.2 Marketing for Income Generation
9.2.1 Declining Marketing Revenue and Alternative Sources
9.2.2 Strategic Partnerships/Sponsorships
9.3 Marketing for Leasing/Development
9.3.1 Leasing Brochures, Ads, Publicity
9.3.2 Grand Openings and Grand Re-openings
9.3.3 Additional Leasing Support
9.4 Marketing Promotions
9.4.1 Retailer Events
9.4.2 Traffic Generation
9.5 Marketing for Community Relations
9.5.1 Community Leaders and Organizations
9.5.2 Community/Charity Events
9.6 Marketing for Public Relations (PR)
9.6.1 Public Relations Strategies and Tactics
9.6.2 Media Training
9.6.3 Increasing Media Exposure vs. Influencing Public Opinion
9.6.4 Seeking Customer Acceptance (e.g., sustainability and environmentally friendly, atmosphere of safety, good corporate citizen)

10.1 Crisis Management and Business Continuity Plan (e.g., working with local emergency services, activation, communication plan)
10.2 Security/Public Safety
10.2.1 General Security (e.g., security officer deployment, vehicle patrol, policies and procedures, trends, officer equipment and supplies, public and private, in-house and contract, surveillance equipment)
10.2.2 Statistical Analysis, Reporting and Security Planning (e.g., within the center and immediate surroundings)
10.2.3 Access Control and Parking Management
10.3 Insurance and Risk Management
10.3.1 Property Insurance Coverage (e.g., building, personal rental income/business interruption, personal property, tenant’s improvements)
10.3.2 Liability Insurance Coverage (e.g., bodily injury, personal injury, property damage, commercial general liability, umbrella excess liability, automobile, directors and officers [D & O], errors and omissions [E & O], employment practices)
10.3.3 Insurance and Risk Management Terms and Concepts (e.g., subrogation, replacement cost vs. actual cash value, hold harmless/indemnification, “all risk”, extended coverage, voluntary major medical (VMM), stipulated amount/coinsurance, building code endorsement, difference in conditions [DIC], pollution hazards, boiler and machinery, employee fidelity and crime, surety, worker’s compensation/ workplace safety)
10.3.4 Assessing Risks, Liability, Precautions and Responding to Regulations
10.3.5 Proof of Coverage (e.g., binders, certificates of insurance, additional insured)
10.3.6 Loss Prevention Survey
10.3.7 Security Audit (e.g., deployment, policies and procedures, trends, equipment, statistical reporting, public and private)
10.3.8 Liability Claims Reduction Plans (e.g., policies, procedures, safety committees/70 meetings)
10.3.9 Environmental Concerns and Risks (e.g., hazardous waste management, asbestos abatement, polychlorinated biphenyls [PCBs], chlorofluorocarbons [CFC], grease reclamation, underground storage tanks [UST], mold)
10.4 Law/Documents
10.4.1 Lease Document
10.4.1.1 Lease Assignments and Sublease
10.4.1.2 Legal Entity (e.g., corporations, partnerships, personal guarantors)
10.4.1.3 Other Standard Provisions and Exhibits (e.g., force majeure, use clause, construction exhibits)
10.4.2 Bankruptcy Laws and Remedies
10.4.3Defaults and Eviction Proceedings
10.4.4 Public Access and Labor Union Access
10.4.5 Liens, Lien Waivers, Lien Laws
10.4.6 Leases vs. Licenses (e.g., net lease, gross lease, ground lease, temporary/specialty leasing license agreements, tenancy rights vs. license to operate)
10.4.7 Agreement Interpretation and Implications (e.g., reciprocal easement agreement [REA]; construction, operations and reciprocal easement agreement [COREA]; conditions, covenants and restrictions [CCR], operating covenants, estoppel, subordination, non-disturbance and attornment [SNDA])
10.4.8 Registered Agent and Service of Legal Notices

Domain 11: Human Resources Management – 5%
11.1 Human Resources
11.1.1 Labor Laws
11.1.2 Equal Employment Opportunity Regulations, Discrimination in the Workplace
11.1.3 Diversity Programs
11.1.4 Accommodating the Disabled
11.1.5 Leadership and Teamwork
11.1.6 Organizational Skills and People Management
11.2 Staff
11.2.1 Recruiting
11.2.2 Hiring
11.2.3 Compensation (e.g., base, incentive bonus, payroll, benefits)
11.2.4 Training and Development (e.g., initial training, ongoing training, special training, harassment training)
11.2.5 Staff Performance Evaluations
11.2.6 Progressive Discipline
11.2.7 Separation

For more information, visit www.icsc.org/CSM.
Professional Certification Programs

Certified Marketing Director

Languages: English | Spanish

ICSC established the CMD (Certified Marketing Director) credential in 1971 to advance high professional standards in shopping center marketing worldwide. Candidates for the CMD designation demonstrate at least four years of qualified work experience in center marketing, research, marketing plan implementation, public and community relations, advertising, and media buying. CMD certification is achieved through mastery of a body of knowledge, completion of the eligibility requirements, passage of a rigorous half-day written examination, and commitment to a code of professional ethics. Through the ICSC, an elite group of shopping center marketing professionals enjoys unparalleled opportunities for industry involvement and industry-wide recognition.

Qualifications

Successful CMD candidates are actively engaged in shopping center marketing as their primary job function with a minimum of four years of active, full-time experience obtained within the past six years. Qualifying work experience in shopping center marketing may include in center marketing, research, public and community relations, advertising, traditional media and digital media functions. Marketing directors with a broad knowledge of marketing principles who have the ability to apply those principles to effectively market all types of shopping centers and retailers are encouraged to apply. Retail real estate professionals who oversee the marketing functions for a single shopping center or tenant as well as corporate or regional professionals who oversee the marketing function of one or more shopping centers or tenants are also encouraged to apply.

Body of Knowledge

Successful CMD candidates must master a body of knowledge that represents the full scope of the practice of management in retail real estate. The composition of the CMD exam is guided by extensive industry research into the knowledge, skills and experience needed for a qualifying candidate to hold the CMD designation. The CMD Admissions & Governing Committee oversaw a methodical and comprehensive investigation into the content that should be assessed. Their research resulted in the identification of 23 essential competency areas organized into five knowledge domains.

EXAM CONTENT

Domain 1: Center Productivity – 32%

1.1 Center Valuation
1.1.1 Center Financial Analysis (e.g., cash flow, center value, capital expenditures, financing)
1.1.2 Forms of Valuation (e.g., cap rates)
1.1.3 Rent Calculation (e.g., minimum, percentage, overage and breakpoint)

1.2 Center Operations
1.2.1 Basic Operational Practices and Standards (e.g., cleanliness, security, repair and maintenance, potential liabilities, cost efficiencies)
1.2.2 Customer Amenities (e.g., access and transportation, hours of operation, restrooms, seating areas, wireless internet access, directories)

1.3 Alternative Revenue [7%]
1.3.1 Sponsorship (e.g., special events, naming rights, preferred provider) and value assignments
1.3.2 Partnership (e.g., community, business to business, media)
1.3.3 Potential Impact of Reciprocal Easement agreements (REAs), Municipal Ordinances, Sponsorship Opportunities
1.3.4 Impact on Marketing Budget and/or Net Operating Income (NOI)
1.3.5 Gift Cards (e.g., sales, marketing promo, impact on revenue, administration, legislation)

1.4 Development/Redevelopment
1.4.1 Development/Redevelopment (e.g., process, pro forma, renovation, expansion, repositioning, mixed-use, densification)

1.4.2 Industry Trends (e.g., growth of store types, design, retail consolidation, e-commerce, sustainability/green building movement, environmental consciousness)

1.5 Leasing [7%]
1.5.1 Leasing Fundamentals (e.g., terms and concepts, research analysis, impact on center productivity, strategies)
1.5.2 Lease Provisions (e.g., fixed common area maintenance [CAM], total rent, percentage rent, use clause, restrictive covenants, prohibitive use of the common area, co-tenancy)
1.5.3 Application of Research and Sales Data to Merchandise and Leasing Support Development and Center Positioning (Trends) (e.g., defining target merchandise mix and supporting leasing strategies)

1.5.4 Specialty/Temporary Leasing (e.g., terms and concepts, strategies)
1.5.5 Rent Structures (e.g., market rent, tenant allowance, occupancy costs, base rents)

1.6 Retailing [7%]
1.6.1 Retail Terms and Concepts (e.g., gross margin, stock turnover, markup, markdown)
1.6.2 Sales (e.g., seasonal fluctuations, store performance analysis, occupancy costs, profit margin)
1.6.3 Retailer Analysis (e.g., merchandise presentation, customer service, advertising, sales promotion, profit and loss)
1.6.4 Types and Characteristics of Retail Formats (e.g., department stores, specialty store, factory outlet, e-commerce, catalog, mass merchandiser, discount)
1.6.5 E-Commerce (e.g., sales on internet, web strategy)

Domain 2. Marketing Plan Development – 30%

2.1 Research and Analysis [10%]
2.1.1 Methodology and Interpretation of Market Research (e.g., trade area, demographics, standard metropolitan statistical areas, secondary sources of information)
2.1.2 Methodology and Interpretation of Consumer Research (e.g., shoppers, non-shoppers, focus groups, intercept/exit studies, telephone, web-based, psychographic segmentation, relative draw index [RDI])
2.1.3 Competitive Analysis
2.1.4 Sales Analysis Methods (e.g., comparable and total sales, occupancy costs, category, consumer price points, sales potential, general merchandise, apparel, furniture and other [GAFO], mall type merchandise [MTM], department store type merchandise [DSTM], and market share)

2.1.5 Merchandise Analysis (e.g., occupancy, productivity)

2.1.6 Problems and Opportunity Identification (e.g., strengths, weaknesses, opportunities and threats (SWOT) analysis of center, competition, market and shopper)

2.1.7 Owner Initiatives and Goals (e.g., short-term, long-term)

2.1.8 Consumer Trend Analysis (e.g., boomers, generation Y)

2.2 Goals and Objectives

2.2.1 Goal Setting Procedures (e.g., specific, measurable, achievable, realistic, timely)

2.3 Strategies

2.3.1 Objective-Based Strategy Development

2.3.2 Multiple Strategy Evaluation

2.4 Tactics

2.4.1 Tactical Plan (actions necessary to accomplish strategies)

2.5 Budget Creation

2.5.1 Calculating Income (e.g., tenant/landlord contribution, subsidies, other income)

2.5.2 Allocating Expenses (e.g., seasonality, appropriate allocations)

Domain 3. Marketing Plan Implementation – 32%

3.1 Advertising and Media

3.1.1 Media Plan and Buying Principles (e.g., target audience, cost per thousand [CPM], cost per point [CPP], gross rating point [GRP], share, rating, reach and frequency)

3.1.2 Advertising Strategies, Creative and Principles of Production

3.1.3 On-Mall Media (e.g., mall signage, point of purchase, promotional materials)

3.1.4 Media and Application (e.g., print, broadcast, outdoor, direct mail, email, websites)

3.2 Public and Community Relations

3.2.1 Public Relations Campaign Elements

3.2.2 Media Relations (e.g., news release procedures, public service announcements, publicity plan, publicity evaluation)

3.2.3 Community Relations (e.g., communications with business, government, civic and community groups)

3.2.4 Elements of Crisis Management/Communications Plans and Procedures

3.3 Retailing/Sales Development

3.3.1 Retail Sales Strategies (e.g., category promotions, sales promotions)

3.3.2 Traffic-Building Events

3.4 Merchant Relations

3.4.1 Communication Methods (e.g., written, verbal, electronic)

3.4.2 Motivation Skills (e.g., presentation techniques, negotiation, meeting planning, selling)

3.4.3 Merchant Development

3.5 Customer Relations Management (CRM)

3.5.1 Customer Service/Information Centers (e.g., services, scheduling, funding, training)

3.5.2 Customer loyalty programs (e.g., database management, websites, incentives)

3.6 Marketing Plan Results Evaluation [9%]

3.6.1 Qualitative Evaluation Methods (e.g., focus groups, retailer surveys)

3.6.2 Industry Benchmarks and Shopper Behavior (e.g., average shopping expenditures, direct mail response, RDI – relative draw index, number of stores visited)

3.6.3 Evaluation Methods for Fulfillment of Sponsor Objectives (e.g., duration, sales created, number of exposures)

3.6.4 Evaluation Methods for Publicity (e.g., space measurement, broadcast minutes)

3.6.5 Evaluation Methods for Sales Promotions and Special Events (e.g., computation of reach and return, cost of sales, buyer conversion, sales, effect on center value)

3.6.6 Evaluation Methods for Advertising Effectiveness (e.g., campaign pre/post awareness testing, sales and traffic)

3.6.7 Promotional Reach and Return (e.g., response ratios in relation to direct mail, coupon redemption, gift with purchase [GWP])

Domain 4. Administration and Financial Management – 3%

4.1 Basic Accounting Terms and Principles (accrual vs. cash basis)

4.2 Monitoring Income and Expense Relative to Impact on Property Budget

4.3 Human Resource Management Policies and Procedures

Domain 5. Legal and Risk Management – 3%

5.1 License/Contract Agreements (e.g., terminology, media contracts)

5.2 Public Access Laws

5.3 Insurance and Risk Management (e.g., types of basic coverage, certificates of insurance, indemnification)

For more information, visit www.icsc.org/CMD.

Webinars are ideal as a quick immersion into a discourse about an issue, a concise and succinct discussion allowing an exchange of ideas in a compressed environment. There is no easier way for a newcomer or an aspiring individual in this profession to educate themselves, to be exposed to new content and to interact with the experts.”

Elise Jaffe
Senior Vice President
Dress Barn
Suffern, NY
United States
Professional Certification Programs
Certified Leasing Specialist

Languages: English | Spanish

ICSC established the CLS (Certified Leasing Specialist) credential in 1994 to advance professional standards in shopping center leasing worldwide. Candidates for the CLS designation demonstrate at least four years of qualified work experience in center long-term or short-term leasing and must be or have been active in a position with substantial responsibility for leasing shopping centers as an employee representative or agent of an owner and/or tenant. CLS certification is achieved through mastery of a body of knowledge, completion of the eligibility requirements, passage of a rigorous half-day written examination, and commitment to a code of professional ethics. Through the ICSC, an elite group of shopping center leasing professionals enjoys unparalleled opportunities for industry involvement and industry-wide recognition.

Qualifications
Successful CLS candidates are actively engaged in shopping center leasing with a minimum of four years of active, full-time experience obtained within the past six years. Qualifying work experience may include tenant management, trade area analysis, lease negotiation, specialty leasing, financing and retailing. Leasing specialists with a broad knowledge of revenue generation principles who have the ability to apply those principles to effectively lease all types of shopping centers are encouraged to apply. Retail real estate professionals who oversee the leasing functions for a single shopping center or tenant as well as corporate or regional professionals who oversee the leasing function of one or more shopping centers or tenants are also encouraged to apply.

Body of Knowledge
Successful CLS candidates must master a body of knowledge that represents the full scope of the practice of leasing in retail real estate. The composition of the CLS exam is guided by extensive industry research into the knowledge, skills and experience needed for a qualifying candidate to hold the CLS designation. The CLS Admissions & Governing Committee oversaw a methodical and comprehensive investigation into the content that should be assessed. Their research resulted in the identification of 62 essential competency areas organized into nine knowledge domains. View the full content details, outline and category weights online.

Exam Content
Domain 1: Development and Market Research Fundamentals – 10%
1.1 Market Planning and Analysis
1.2 Competition/Void Analysis
1.3 Trade Area (Catching Area) Analysis
1.3.1 Demographics
1.3.2 Psychographics/Lifestyle Preferences
1.3.3 General Merchandise, Apparel, Furniture and Other (GAFO)/Department Store Type Merchandise (DSTM)
1.3.4 Annual Household Income
1.4 Market Share
1.5 Types of Centers and Anchor Selection
1.6 Site Planning/Analysis
1.7 Business Climate/Industry Trends
1.8 Retailer Site Selection Process
1.9 Redevelopment
1.10 Public/Private Cooperation
1.11 Development Landlord and Retailer Incentives (e.g., tax increment financing [TIF], property tax credit, employment tax credit, sales tax credit, value added tax [VAT] credit)
1.12 Entitlement Process

Domain 2: Leasing Fundamentals – 20%
2.1 Tenant Prospecting and Evaluation by Developer
2.2 Merchandise Mix and Tenant Mix
2.2.1 Tenant Space Requirements
2.2.2 Center Layout
2.2.3 Co-Tenancy (e.g., merchandise, anchor, retailer)
2.2.4 Retailer Productivity Analysis and Factor by Category
2.2.5 Non-Retail Uses
2.3 Establishing the Leasing Plan
2.3.1 Evaluating the Space
2.3.2 Resizing Leased Premises to Suit the Retailer
2.3.3 Optimizing Lease Plan
2.3.3.1 Cost-Benefit Analysis
2.3.4 Complementary and Non-Complementary Uses
2.3.5 Code Compliance
2.3.5.1 International Building Codes (IBC)
2.3.5.2 Local Codes
2.4 Structuring the Deal
2.4.1 Negotiating Techniques and Closing the Deal
2.4.2 Economics of Total Occupancy Costs (TOC)
2.4.3 Pro Rata/Trailer Net Recoveries
2.4.4 Gross Rent/Fees
2.4.5 Brokers/Tenant Representatives
2.4.6 Lease/License Buyout
2.4.7 Incubation
2.4.8 Tenant Retention
2.4.9 Rate
2.4.10 Tenant Mix
2.5 Redevelopment
2.6.1 Tenant Retention
2.6.2 Redevelopment
2.6.3 Re-Leasing
2.6.4 De-Leasing
2.6.5 Incubation
2.6.6 Tenant Retention
2.6.7 Lease/License Buyout
2.6.8 Incubation
2.6.9 Redevelopment
2.7 Brokers/Tenant Representatives

Domain 3: Long-term Leasing – 10%
3.1 Long-term Leasing Prospecting
3.1.1 Ground Lease
3.1.2 Sale
3.1.3 Build-to-Suit/Reverse Build-to-Suit
3.2 Proposal/Letter of Intent (LOI)
3.3 Redevelopment
3.4 Leasing
3.4.1 Tenant Improvement (TI)
3.4.2 Key Money – 1%

Domain 4: Short-term Leasing – 10%
4.1 License Agreement
4.2 Revenue Generating Sources
4.2.1 Retail Merchandising Unit (RMU)
4.2.2 Free-standing
4.2.3 In-Line
4.2.4 Parking Lot
4.2.5 Freestanding
4.2.6 Static Display
Domain 8: Finance – 10%
8.1 Setting Budgets
8.1.1 Income
8.1.2 Expenses
8.2 Refinance
8.3 Pro forma
8.4 Project/Center Profit and Loss [P&L] Statements
8.5 Market Value of Project/Center (e.g., income approach, capitalization [cap] rates)
8.5.1 Lease Value
8.5.2 Valuation of Short-term Income
8.6 Net Effective Rent (NER)
8.7 Basic Financial Terminology (e.g., interest rates, net operating income [NOI], earnings before interest, taxes, depreciation and amortization [EBITDA], return on investment [ROI], net present value [NPV], discounted cash flow [DCF], internal rate of return [IRR])
8.8 Owner's Objectives (e.g., short/long-term hold, driving cash flow, asset preservation, defensive competitive positioning)
8.9 Stakeholder, Ownership and Management Types and Retail Business Entities (e.g., pension fund, lender, advisors, real estate investment trusts [REITs], limited partnerships, limited liability companies [LLC], fee manager)

Domain 9: Operations, Marketing and Promotions – 5%
9.1 Basic Terminology (e.g., marketing, advertising, marketing funds, promotional periods, marketing plan)
9.2 Business-to-Business (B2B) Marketing to Attract Leasing Prospects
9.3 Use of Social Media and Digital Marketing
9.4 Common Area Maintenance (CAM)
9.4.1 Operating Expenses
9.4.2 Right to Use
9.4.3 Security
9.4.4 Responsibility

For more information, visit www.icsc.org/CLS.
ICSC established the CDP (Certified Development, Design and Construction Professional) credential in 2007 to advance high professional standards in shopping center development, design and construction worldwide. Candidates for the CDP designation demonstrate at least five years of qualified work experience in development, design and/or construction of shopping centers as an owner representative, development manager, project manager, tenant coordinator, architect, engineer, general contractor, construction manager, facilities manager, retail store planner, or retail construction manager. CDP certification is achieved through mastery of a body of knowledge, completion of the eligibility requirements, passage of a rigorous half-day written examination, and commitment to a code of professional ethics. Through the ICSC, an elite group of shopping center development, design and construction professionals enjoys unparalleled opportunities for industry involvement and industry-wide recognition.

**Qualifications**

Successful CDP candidates are actively engaged in shopping center development, redevelopment, design or construction with a minimum of five years of active, full-time experience obtained within the past six years. Qualifying work experience may include shopping center site selection, acquisition, development, design or construction functions in a local, regional, national or global capacity. Developers, project managers, tenant coordinators, architects, engineers, general contractors, construction managers, facilities managers and retail store planners and retail construction managers representing owners or retailers who have the ability to apply comprehensive knowledge across disciplines principles are encouraged to apply.

**Body of Knowledge**

Successful CDP candidates must master a body of knowledge that represents the full scope of the practice of development, design and construction in retail real estate. The composition of the CDP exam is guided by extensive industry research into the knowledge, skills and experience needed for a qualifying candidate to hold the CDP designation. The CDP Admissions & Governing Committee oversaw a methodical and comprehensive investigation into the content that should be assessed. Their research resulted in the identification of 60 essential competency areas organized into eight knowledge domains. View the full content details, outline and category weights online.

**EXAM CONTENT**

**Domain 1: Pre-Development – 20%**

1.1 Retail – Basic Knowledge (e.g., regional centers, mixed use, basic layout, etc.)
1.2 Site Selection and Acquisition
1.3 Typical Lease Language for Tenant Buildout and Landlord Requirement
1.4 Real Estate Agreements
1.5 Due Diligence Process (e.g., new construction versus remodel or renovation)
1.5.1 Surveys and Topos
1.5.2 Environmental
1.5.3 Geotechnical
1.5.4 Ecological
1.5.5 Existing Conditions
1.5.6 Zoning
1.6 Entitlements
1.7 Governmental Coordination
1.8 Lender Requirements and Public Financing
1.9 Pro Forma

**Domain 2: Design – 20%**

2.1 Design Phases (basic and additional services)
2.2 Construction Documents and Specifications Phase
2.2.1 Architectural
2.2.2 Mechanical/Electrical/Plumbing
2.2.3 Structural
2.2.4 Civil/Site Improvements
2.2.5 Fixtures and Amenities
2.2.6 Landscaping
2.2.7 Graphics
2.3 Standard Design Contract Documents (e.g., Associated General Contractors of America [AGC], American Institute of Architects [AIA] and other types)
2.4 Single Store vs. Roll-Out Program/Design and Construction
2.5 Design Principles Specific to Retail (owner’s program)
2.6 Materials and Finishes; Interior and Exterior
2.7 Lighting; Interior and Exterior
2.8 Sustainable Designs (e.g., leadership in energy and environmental design [LEED] certification)
2.9 How Design and Construction Impact Routine and Preventive Maintenance
Domain 3: Construction/Construction Management – 20%
3.1 Construction Process (pre-construction, construction and post-construction activities)
3.1.1 Pre-Qualifications
3.1.2 Pre-Bid and Bid Phases
3.1.3 Contract Award Phase
3.1.4 Pre-Construction
3.1.5 Mobilization and Construction Phases
3.1.6 Construction Close-Out Phase
3.1.7 Quality Control
3.1.8 Standard Documentation
3.2 Standard Construction Contract Documents
(e.g., Associated General Contractors of America [AGC], American Institute of Architects [AIA] and other types)
3.3 Value Engineering/Systems Analysis/Facilities Management
3.4 Construction Delivery Methods
3.5 Safety Management (e.g., Experience Modification Rating [EMR])
3.6 Project Scheduling and Phasing
3.7 Project Access and Public Safety
3.8 Construction in an Operating Property
(e.g., access, dust and noise control, signage)
3.9 Labor/Materials Issues
3.10 Construction Budgeting/Estimating
3.11 Engineering Activities
3.11.1 Testing and Inspections
3.11.2 Environmental Remediation (asbestos abatement, soil and ground-water remediation)
3.11.3 Storm-water best management practices
3.12 Project Commissioning/Turnover

Domain 4: Retail Store Planning – 10%
4.1 Lease Outline Drawings and Condition of Premises
4.2 Appearance and Traffic Flow
4.3 Electrical, Mechanical, Plumbing and Physical Requirements
4.4 Storefront and Signage, Including Prototypical Tenant Design
4.5 Landlord/Tenant Scope of Work
4.6 Landlord Design and Construction Criteria
4.7 Tenant Fixturing and Visual Merchandising

Domain 5: Tenant Coordination – 10%
5.1 Key Points in Lease
5.2 Tenant Design Criteria
5.3 Tenant Plan Reviews/Approval
5.4 Permitting
5.5 Tenant Construction Administration/Contractor Guidelines
5.6 Tenant Close-Out Procedures
5.7 Schedule Management

Domain 6: Codes/Rules & Regulations – 5%
6.1 Government Regulatory Approvals, Variances and Compliance
6.2 Accessibility and Worker Safety Standards and Compliance
6.3 Building and Energy Codes (e.g., heating, ventilation and air-conditioning [HVAC] requirements) specific to use
6.4 Building and Occupancy Permits
6.5 Municipal Management (local codes/laws)
6.6 Life Safety Systems

Domain 7: Project Cost Management – 10%
7.1 Budget Development and Forecasting
7.2 Ongoing Cost Reporting
7.3 Change Order Management
7.4 Pay Application Process

Domain 8: Legal/Insurance/Ethics – 5%
8.1 Lease Legal
8.2 Real Estate Agreements (e.g., construction, operation and reciprocal easement agreements [COREA])
8.3 Insurance Requirements (landlord/owner, tenant, contractor, lenders, design professionals)
8.4 Lien Waivers/Lien Laws
8.5 Business Ethics
8.6 Dispute Resolution

For more information, visit www.icsc.org/CDP.
Professional Certification Programs

Certified Retail Property Executive

Language: English

NEW

Flagship Certification for Retail Property Executives

The evolving nature of the industry including game-changers like plateauing of new development, capital flows, globalization of retail, socio-economic shifts and more have fundamentally changed what it means to be a successful industry executive. ICSC, having certified industry professional for nearly 50 years, announces the Certified Retail Property (CRP) Executive credential in response to this critical paradigm shift.

The CRP Executive credential is being designed to put a spotlight on retail real estate professionals who demonstrate the knowledge and judgment essential to leading organizations within the retail real estate industry. It will be a symbol of professional achievement for those in the most senior positions while elevating professional standards and enhancing individual performance for the next generation of professionals aspiring to lead. Further, the CRP Executive will be a beacon of each designee’s commitment to quality, performance and profitability in the leadership of their organizations.

Qualifications

The CRP program is geared towards current and aspiring retail real estate executives (e.g., Managers, Directors, VPs, SVPs, EVPs, Managing Directors, CIOs, COOs, CFOs, CEOs) who have a vested interest in the full scope of retail real estate and are dedicated to advancing their professional recognition and their industry.

Detailed information about eligibility criteria will become available this spring.

Body of Knowledge

The CRP will stand as the only credential of its kind in commercial real estate, targeted on the retail sector executive and offering unparalleled affirmation that designees have mastered a comprehensive body of retail property knowledge, from property management, leasing, development and marketing to financing, portfolio management, organizational leadership, appraisal and valuation. Successful CRP candidates must master a body of knowledge that represents this comprehensive scope of practice. The composition of the CRP exam is guided by extensive industry research into the knowledge, skills and experience needed for a qualifying candidate to hold the CRP Executive designation. In 2012, the CRP Admissions & Governing Committee oversaw a methodical and comprehensive investigation into the content that should be assessed. Their research resulted in the identification of 63 essential competency areas organized into nine knowledge domains.

EXAM CONTENT

Domain 1. Ownership and Asset Management – 15%

1.1. Ownership Structure (e.g., public and private real estate investment trusts [REITs], institutional, investment funds, joint venture, partnerships, limited liability company [LLC])
1.2. Ownership Objectives (e.g., long-term or short-term hold, redevelopment for capital appreciation, capital preservation)
1.3. Asset Management (e.g., functions, responsibilities, third-party service providers)
1.4. Performance Targets (e.g., internal rate of return [IRR], return on investment [ROI], leverage)
1.5. Acquisitions and Dispositions (e.g., market assessment, financial modeling, due diligence, hold-sell evaluation)
1.6. Portfolio Management (e.g., performance objectives, asset mix)
1.7. Business Information Systems (e.g., analytics, property management software, systems)

Domain 2. Development and Redevelopment – 15%

2.1. Project Feasibility Analysis, Site Selection and Site Planning
2.2. Design, Architectural and Engineering
2.3. Design Concepts, Market Compatibility, Maximizing Land Use
2.4. Sustainable Design (e.g., leadership in energy and environmental design [LEED] certification, energy star, green globes, British real estate environmental assessment method [BREEAM], storm water management, energy efficiency and renewables)
2.5. Property Types (e.g., regional centers, mixed use, basic layouts, etc.)
2.6. Typical Lease Language for Tenant Buildout and Landlord Requirement
2.7. Governmental Entitlements and Compliance (including physical disability accessibility requirements, local codes, zoning)
2.8. Development Incentives (e.g., tax increment financing [TIF], urban enterprise zones [UEZ])
2.9. Environmental Evaluation (e.g., asbestos abatement, soil and ground-water remediation)
2.10. Lender Requirements, Public Financing and Development Pro Forma
2.11. Construction Management (e.g., pre-construction, construction documents, oversight and close-out, value engineering)

Domain 3. Finance and Accounting – 10%

3.1. Valuation Analysis (e.g., cost approach, comparison of similar transactions, income capitalization approach, cap rates, market-value pro forma)
3.2. Taxes (e.g., rent, sales/gross receipts, income and capital gains)
3.2.1. Real Estate Assessments and Tax Appeals
3.3. Budgeting, Forecasting (e.g., revenue – including recoveries and reimbursements, operating expenses, capital expense planning)
3.4. Generally Accepted Accounting Principles (e.g., mark-to-market, straight-line rents, capitalized expenses, depreciation, treasury functions)
3.5. Financial Statements (e.g., project/center income statement, balance sheet, statement of cash flow)
3.6. Financial Terminology (e.g., London interbank offered rate [Libor], net operating income [NOI], earnings before interest, taxes, depreciation and amortization [EBITDA], funds from operations [FFO], net present value [NPV], discounted cash flow [DCF], net effective rent [NER], accrual and cash basis accounting)
3.7. Property Financing
3.7.1. Methods of Financing (e.g., fixed, floating, construction, permanent, mezzanine, equity)
3.7.2. Debt Service (e.g., mortgage amortization, principal and interest, mortgage constant, income participation debt structures)

3.8. Financial Services
3.8.1. Credit and Collections
3.8.2. Lease Administration (e.g., minimum rent, fixed and pro rata common area maintenance [CAM], real estate taxes, insurance, gross rent, percentage rent, gross sales reporting, natural and artificial breakpoints, consumer price index [CPI])

Domain 4. Leasing and Revenue Generation – 10%
4.1. Tenant/Landlord Relations
4.2. Broker/Tenant Representation
4.3. Leasing Plan (e.g., merchandise mix, tenant mix, revenue objectives, center layout)
4.3.1. Retailer and Category Productivity Analysis and Establishing Rent Structures (e.g., occupancy cost ratio/fee/foot ratio)
4.3.2. Tenant Prospecting and Evaluation
4.4. Rent (e.g., fixed-minimum, percentage, gross, additional)
4.5. Deal Terms (economic and non-economic)
4.5.1. Proposal/Letter of Intent (LOI)
4.5.2. Negotiating Techniques and Closing the Deal
4.5.3. Co-tenancy (opening and ongoing), Exclusives, Restrictive Covenants, Early Termination Rights
4.5.4. Cost-benefit Analysis (e.g., revenue vs. landlord work, tenant allowance, key money, leasing commissions, free rent)
4.6. Remerchandising (e.g., tenant retention, renewal, re-leasing, de-leasing, incubation, lease buyout, resizing, relocation)
4.7. Pad/Freestanding/Outparcel (e.g., ground lease, sale, build-to-suit, reverse build-to-suit)
4.8. Short-term Leasing and Setting License Fees (e.g., license agreement, retail merchandising unit [RMU], kiosk, temporary in-line)
4.9. Miscellaneous Revenue Sources (e.g., parking lot, rooftop, advertising, sponsorship, vending, static display, auto displays)

Domain 5. Retailing – 10%
5.1. Mathematics of Retailing (e.g., markup, markdown, margins, trade discount, cash discount, stock/inventory turns)
5.2. Terms and Definitions (e.g., loss leader, pop-up unit, shrinkage, buyer conversion, average unit retail [AUR], stock-keeping unit [SKU], average transaction, point of sale [POS]/point of purchase [POP])
5.3. Categorization of Retailers
5.3.1. Merchandise Type (e.g., general merchandise, apparel, furniture)
5.3.2. Ownership Type (e.g., independent, regional, national, global, publicly owned/traded)
5.3.3. Retailer Format (e.g., anchors, category specialists, specialty stores, catalog/internet, seasonal licensees)
5.4. Multi-channel Retailing (e.g., stores, e-commerce, on-line retailing, warehouse clubs, catalogs, television, smartphone)
5.5. Retailer Financial Statements and Metrics
5.5.1. Income Statement/Profit and Loss (P&L)
5.5.2. Balance Sheet
5.5.3. Statement of Cash Flow
5.5.4. Financial Ratios (e.g., quick ratio, liquidity ratio, current ratio)
5.5.5. Four-wall Analysis
5.6. Tenancy Costs per Store (landlord and non-landlord excluding sales costs)
5.7. Retailer’s Business Models, Brand Strategy and Business Plan
5.8. Sales Performance by Type of Retailer
5.9. Supply Chain Management
5.9.1. Retailer Seasonality (e.g., sales planning, advertising, promotions, merchandising)
5.9.2. Technology Application (e.g., consumer payment systems, radio frequency identification [RFID], cyber-fencing)

Domain 6. Marketing and Communications – 10%
6.1. Corporate Communications (e.g., investor relations, media relations, public relations, crisis management)
6.2. Digital Media/Social Networking (e.g., Facebook, Twitter, Four-Square)
6.3. Property Marketing (e.g., budgeting guidelines, results management, structure and funding)
6.3.1. Marketing for Event, Sponsorship and Other Income Generation
6.3.2. Marketing for Leasing/Development
6.3.3. Marketing for Community Relations and Public Relations (PR)

Domain 7. Legal & Compliance – 7%
7.1. Lease Agreements
7.1.1. LIABLE ENTITIES (E.G., CORPORATION, PARTNERSHIP, LIMITED LIABILITY COMPANY, TRUST, TRUSTEE, TRUSTEE IN REM, TRUSTEE UNDER RETAIL LEASE)
7.1.2. KEY BUSINESS TERMS
7.1.2.1. LEASE COMMENCEMENT DATE/RENT COMMENCEMENT DATE/FREE RENT PERIOD
7.1.2.2. RENT/PERCENTAGE RENT (E.G., GROSS SALES EXCLUSIONS, DEFINITION)
7.1.2.3. COMMON AREA MAINTENANCE [CAM] (E.G., DEFINITION – INCLUSIONS, EXCLUSIONS, PRO RATA SHARE, DETERMINATION OF THE NUMERATOR AND DENOMINATOR, AUDITS)
7.1.2.4. ASSIGNMENT/SUBLET/LICENSE (E.G., FREE VS. RESTRICTED RIGHTS, BASIS FOR REJECTION, PROFIT SHARING, RECAPTURE)
7.1.2.5. RIGHTS AND REMEDIES (E.G., CURE PERIODS, BREACH VS. DEFAULT, TERMINATION, POST DEFAULT STRATEGIES, ACCELERATION, MORTGAGE, BANKRUPTCY ISSUES)
7.1.2.6. CREDITWORTHINESS (E.G., TENANT, CO-TENANT, SUB LESSORS, GUARANTORS)
7.1.3. GREEN BUILDING LEASE PROVISIONS
7.2. LEGAL TERMINOLOGY
7.2.1. TERM/OPTIONS/HOLDOVER
7.2.2. PERMITTED USES AND EXCLUSIVE USES (E.G., RESTRICTED, TENANT VS. PREMISES, SPECIFIC LINES, SQUARE FOOTAGE, LAPSE – DUE TO TIME/USE)
7.2.3. OPENING CO-TENANCY/ONGOING CO-TENANCY (E.G., RENT ADJUSTMENT REMEDIES, TERMINATION RIGHTS, RECAPTURE, TIME FRAMES)
7.2.4. RADIUS RESTRICTIONS (E.G., MEASUREMENT, EXCEPTIONS, VIOLATION RIGHTS)
7.2.5. EARLY TERMINATION (E.G., KICK OUT, RELOCATION RIGHTS AND RECAPTURE RIGHTS)
7.2.6. EXTERIOR ISSUES (E.G., SIGHTLINES, FREEZE AREAS, NO-BUILD AREAS, PUBLIC ACCESS, ACCESS FOR DISABILITIES, PROTESTORS, SPECIAL EVENTS, PYLONS, MONUMENTS)
7.2.7. SUBORDINATION, NON-DISTURBANCE AND ATTORNEMENT
7.2.8. REPAIR AND MAINTENANCE VS. REPLACEMENT (E.G., EXPENSE VS. CAPITAL, COST RECOVERIES, SELF HELP, OFFSET RIGHTS)
7.2.9. DEFAULTS (E.G., NOTICE VS. AUTOMATIC)
7.2.10. DISPUTE RESOLUTION (E.G., LITIGATION, ARBITRATION, MEDIATION, RESOLUTION PROTOCOLS)
7.3. OTHER LEGAL DOCUMENTS
7.3.1. LICENSE AGREEMENTS, USE AND OCCUPANCY AGREEMENTS
7.3.2. RECIPROCAL EASEMENT AGREEMENT [REA]
7.3.3. CONSTRUCTION, OPERATIONS AND RECIPROCAL EASEMENT AGREEMENT [COREA]

Domain 8. Property and Facilities Management – 10%
8.1. OPERATIONS OF THE RETAIL FACILITY
8.2. SECURITY (E.G., PATROL, COVERAGE, SYSTEMS, POLICY AND PROCEDURES, LOCAL LAW ENFORCEMENT, REPORTING PROTOCOLS)
8.3. RISK MANAGEMENT (E.G., LIFE SAFETY SYSTEM, EMERGENCY RESPONSE PROCEDURES, RISK MITIGATION PROTOCOLS)
8.4. INSURANCE (E.G., TYPES OF INSURANCE, COVERAGE, SELF-INSURANCE, CO-INSURANCE, CLAIMS MANAGEMENT, EVIDENCE OF INSURANCE)
8.5. INDEMNIFICATION (E.G., INDEMNIFICATION CLAUSES, SCOPE OF INDEMNIFICATION)
8.6. TENANT COORDINATION (E.G., DESIGN CRITERIA, CONSTRUCTION MANAGEMENT, TENANT PLAN REVIEW, SCHEDULE MANAGEMENT)
8.7. GENERAL AND PREVENTIVE MAINTENANCE (E.G., HOUSEKEEPING, LANDSCAPING, LIGHTING, PARKING LOT, HEATING, VENTILATION AND AIR CONDITIONING [HVAC], ROOF, IN-HOUSE VS. 8.8. OUTSOURCING, WASTE MANAGEMENT)
8.8. ENERGY MANAGEMENT (E.G., ENERGY EFFICIENCY MEASURES AND ENERGY AGGREGATION IN DEREGULATED JURISDICTIONS)

Domain 9. Executive Management – 13%
9.1. LEADERSHIP AND TEAMWORK
9.2. RECRUITING AND SUCCESSION PLANNING
9.3. ORGANIZATIONAL STRUCTURE (E.G., BOARD OF DIRECTORS, INVESTORS, SENIOR MANAGEMENT, OPERATING DEPARTMENTAL STRUCTURE)
9.4. TRAINING AND PROFESSIONAL DEVELOPMENT (E.G., INITIAL TRAINING, ONGOING TRAINING, SPECIAL TRAINING, HARASSMENT TRAINING, DIVERSITY CONSIDERATIONS)
9.5. PERFORMANCE EVALUATIONS AND COMPENSATION

For more information and to join the mailing list, visit www.icsc.org/CRP.
Professional Certification Programs

Application

POLICIES

First-Come, First-Served Appointments
Prometric test centers have a limited number of seats available each day so space can become limited at a given center. ICSC cannot guarantee availability. Therefore, we recommend that you contact Prometric to schedule your appointment as soon as possible to maximize your chances of testing at the location and time of your first choice.

Rescheduling Your Exam Appointment
Within the same window, you may reschedule the day of your exam appointment. In addition to notifying ICSC, you must contact Prometric directly (phone or online). The following reschedule policy and fees (payable to Prometric) will apply:

- 30 days before appointment – No fee, unlimited changes
- 15-29 days before appointment – $25 per change
- 3-14 days before appointment – $50 per change
- 2 days (48 hours before) – Changes cannot be processed

Transferring To Another Exam Window
If necessary, your Exam Window may be changed to another eligible window when requested no less than 15 days before the start of your original examination window. A $50 change fee will apply.

Cancelling Your Exam and Getting a Refund
You must contact ICSC to cancel an exam. All application fees are non-transferable and include a $95 ($195 NM) non-refundable eligibility evaluation fee and a $395 ($795 NM) exam registration fee. Upon written request, no less than 30 days prior to registered test window, candidates may request a refund of the exam registration, less $50 administrative fee.

PAPERLESS PROCESS

Completing your application will take about 10-15 minutes once you have all the required information handy.

Step 1: Personal Information
Enter your home address when prompted. Your home address should match the address on your government issued ID. Your ID must be provided at the Testing Center when you take your exam and your full legal name and home address must match your ICSC records.

Step 2: Exam Options
Select the exam format and window from the available choices. Special needs may also be submitted here.

Step 3: Work Experience
Work history for the past six years is required. Click the Add button each time you want to enter another position you have held. A pop-up window will prompt you for information. Be sure you complete ALL fields before you click Save.

Step 4: Education Experience
Provide information on degrees earned and professional development completed. One year of experience may be substituted by successful completion of Institutes from the John T. Riordan Global School for Professional Development.

Step 5: Industry References
A minimum of two references are required and must include name, company, position, email and phone.

Step 6: Certificant Agreement
You must Agree to all conditions in order to qualify for certification.

Step 7: Submit Application
Optional supporting documentation such as a resume or transcript may be attached to your application. You may Save your application at any time and continue it later. Please click Submit only once when you are ready to complete your application and make your payment.

Step 8: Submit Payment
The payment window will open automatically and must be completed for your application to be accepted. When your application and payment has been successfully submitted, you will receive two forms of confirmation, a verification message on your screen and an automatic confirmation email.

Step 9: Eligibility Notice
Upon approval of the Admissions and Governing Committee, you will receive an Eligibility Notification email. This email will be sent to your email address on file with ICSC at the time you submitted your application. Applicants should allow at least two weeks (10 business days) for processing. If approved, your email will include instructions on how to schedule your exam appointment and other important details about test center regulations. If declined, your email will provide further information on the deficiency and a refund of your exam appointment fee will be processed.

Step 10: Appointment Confirmation
Once you have successfully scheduled your appointment you will receive an Appointment Confirmation from Prometric. Please print this confirmation for your records. It contains a confirmation number that will allow you to reschedule your appointment with Prometric.
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Cedar Realty Trust

Alexandra Benjafield, CSM
Ivanhoe Cambridge Inc.

Charlie Bernstein, CSM
Aston Properties, Inc.

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Cushman & Wakefield

Norine Bowen, CSM
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The Rappaport Companies

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SmartCentres

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52 | what’s new? what’s next? what’s possible?
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Betty J. Coleman, CSM
Tanger Factory Outlet Centers, Inc.

Drew T. DeWitt, CSM, SCL, SCLS

JP Morgan Chase Bank, NA

Alan D. Dorn, CSM
Brixmor

Brooke G. Emery, CPM, CMD, CSM

Union University

Thomas W. Guerra, CSM
CBL & Associates Properties, Inc.

Daniel M. Jones, CSM
Taubman Centers

*John S. Kokinchak, CSM, SCLS

Tina A. Marshall, CMD
EDENS

Armand Mastropietro, CSM
Glimcher

Karen B. Raquet, CSM
Jones Lang LaSalle

Alan Schmiedicker, CSM
Forest City Enterprises

Lewis W. Stirling, III, SCLS, SCLSM
Stirling Properties

Joseph C. Szymaszek, CSM
Simon Property Group

Chuck Taylor, CSM, SCLS
Madison Marquette

CMD
Iris G. Ayala Cuevas, SCMD
Plaza Las Americas, Inc.

Susan M. Crusoé-Farris, CMD
Taubman Centers

Belinda D. Davidson, SCMD
Ivanhoe Cambridge Inc.

Linda Dreyer, CMD
Combined Properties Inc.

Wendy K. Ellis, SCMD

Edan Gelt, SCMD
The Harlem Irving Companies, Inc.

Susan E. Houck, SCMD
General Growth Properties, Inc.

Dawn Marie Lecklinder, SCMD, RMA
DVR Corp.

Pam Longbine, SCMD
BLEND Marketing

Michaela A. Marraffino, SCMD
Forest City Enterprises

Tara M. Martin, CMD
Westfield, LLC

Julie Cranie Rickey, SCMD
Jones Lang LaSalle

Kymberley Scalia, SCMD, Cayote Creative

Karinthe Smith, SCMD
Simon Property Group

*Angela Herith
Sweeney, CMD
The Peterson Companies

Judith G. Trias, CMD
PREIT

Andrea Tushingham, SCMD
Morguard

Nancy R. Walters, SCMD
Very Special Events

Desiree A. Weinandt, CMD
J. Herzog and Sons, Inc.

CLS
Jennifer Leigh Adams, CDS
Jones Lang LaSalle

Pamela Atwater, SCLS
Retail Property Solutions, LLC

Elaine Berger, CLS
PREIT

Andrew D. Carlson, SCMS, SCMD
The Sembler Company

Linda Carrick-Warfield, SCMS, SCMD, SCLS
Real Property Specialists, Inc.

Suzanne K. Cayley, CLE
Ivanhoe Cambridge Inc.

Victoria L. Chastain, JOS, A. Bank Clothiers, Inc.

*Frederick Collings, SCMS, SCLS
Irvine Company

Anita L. Davis, CLS
Taubman Centers

Laura P. DeSwart, SCMS, SCLS
Walmart Stores, Inc.

Thomas J. Drought, JR, SCMD
Glimcher

Shane P. Eldstrom, CSM, CLS, CDP
Gourmet Gulf Co./Retail Arabia International

Marc Feldman, SCLS
DVR Corp.

Marsha P. Fuchs, SCLS
Build-A-Bear Workshop

John B. Gabriel, SCLS
Fitness International, LLC

Robert Gauthier, SCMS
Bentall Kennedy LP

Deborah Georgiopito, CSL
Simon Property Group

Howard B. Grody, SCMS
CBL & Associates Properties, Inc.

David W. Hull, SCLS
Jones Lang LaSalle

Linda E. Johansen-James, CLS
American Kiosk Management

Carol S. Joyner, SCMD
Teavana

Carlos A. Lecuender, SCMS, SCMD, SCLS
Estudio Luis E. Lecuender

Luis C. Llaca, JOS
Jones Lang LaSalle

Amy R. MacLaren, SCLS

MICHAEL H. McNaughton, CDS

Diana S. Milligan, SCLS
Taubman Centers

Lisa Morrison, SCLS
Tanger Factory Outlet Centers, Inc.

Jeffrey H. Newman, ESQ.

*Stephen E. Gallant, SCMS

JoS. A. Bank Clothiers, Inc.

Nick M. Galloro, SCMS
Oxford Properties Group

Arturo J. Garcia, CDP, AIA
Constructora Sambl

Stanley C. Gians, SCMP
Konover Development Corporation

Michael T. Greeby, SCMP
The Greeby Companies, Inc.

Michael O. Hanlin, SCMP
Federal Realty Trust

Patrick Inaba, SCMP
Federal Realty Investment Trust

Carl J. Johnson, SCMP
Near-Cap Corporation

Lawrence E. Kilbourn, CDP
The Kilbourn Company, LLC

Carol L. Schilline, SCMS
Craig Realty Group

Thomas L. Schirber, JR, SCMS

Roberta M. Schirber

David Stuck, SCMS
Genesco Inc.

Hedy Veverka, SCMS
Madison Marquette

Celia A. Wing, SCMS
Sephora USA, Inc.

CDP
Stacey Berthon, SCMP
Hoar Construction, LLC

William A. Breeze, CDP
AIA, LEED AP

Architects Hawaii LTD

Benjamin A. Bross, CDP
Constructora Planigruop, SA de CV

Shelley R. Clark, CDP
Magnuson Klemencic Associates

Gene Colley, CDP
Royal Seal Development, Inc.

Thomas J. Connolly, CDP, SCMS

Walgreen Co.

Ralph J. Conti, CDP, CCIM
Ra Co Real Estate Advisors LLC

Sean T. Cutt, SCMP
Broadstone Real Estate

Rene Daniels, SCMS, SCMD, SCMP
Gilad Development, Inc.

Gary K. Dempster, CDP
Altoon Partners

*Eddard A. Weinandt, SCMD

David J. Gabriel, SCMD

Elise Jaffe

*Chair
Professional Certification Programs

Code of Ethics

PROFESSIONAL ETHICS AND RESPONSIBILITIES

- I shall not use, or permit to be used, my designation or emblem in any manner that will adversely affect the professional standards or objectives of ICSC.

- I shall not make or encourage derogatory statements, written or oral, concerning another designee or his/her business activities.

- I shall not commingle monies collected on behalf of clients or which have been entrusted to me by clients to be held in escrow accounts.

- I shall not engage in any activity that might be considered a conflict of interest with any client or employer’s interest unless they are first advised of the facts and circumstances and have approved of such activity.

- I shall not ask for or receive directly or indirectly any rebate, discount, fee or commission, monetary or otherwise, without the prior written consent when engaged in a project on behalf of a client or employer.

- I shall not disclose to any party information concerning a client’s or employer’s business affairs without prior written consent of the client.

- I shall at all times conduct my work consistent with the highest standards possible and in compliance with all applicable codes, regulations and laws as well as consistent with obtaining the highest possible income for my employer.

- I pledge myself to the advancement of professionalism within retail real estate through the auspices of my ICSC certification.

- I pledge to seek and maintain an equitable, dignified and cooperative attitude with the fellow designees and with all others who may be part of my professional and business life.

- I pledge myself to place honesty and integrity above all else and to pursue my gainful efforts with diligence and dedication so that all colleagues, clients and customers will be served in accordance with the highest possible standards.

- I pledge myself to comply with and foster the Code of Professional Ethics.

ICSC’s Admissions and Governing Committees set forth a code of professional ethics to guide the personal and professional conduct of its certification holders. The code provides guidance and rules to all certificants – those representing owners, retailers, government and education – in the performance of their professional responsibilities. Compliance, as with all standards in an open society, depends primarily on designees’ understanding and voluntary actions, secondarily on reinforcement by peers and ultimately on disciplinary proceedings when necessary.
Through maintenance requirements, certificants demonstrate expansion and reinforcement of their knowledge of current industry best practices. Designees must accumulate a minimum of 10 ICSC approved credits within a three-year period to maintain an active certification status. These credits can be earned through a wide variety of continuing education, industry service and professional recognition activities.

**Activities may be offered by ICSC, related industry organizations or the designee’s employer.**

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**Earning the SCSM and SCLS designations has opened doors for my career growth and continues to provide solid networking opportunities. I have been able to establish a network of colleagues around the country where we get together, share ideas and learn from each other.”**

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**John S. Kokinchak, SCSM, SCLS  
Aurora, OH  
United States**

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### Continuing Education

| A1 | 1.5 credits each | Attendance at ICSC conventions (RECon, Canadian, RECon Asia, European, RECon Latin America, RECon MENA). |
| A2 | 1.5 credits each | Attendance at an ICSC specialty conference or education seminar (e.g., CenterBuild, Finance for Non-Financial Professionals, NOI+). |
| A3 | 1.0 credit each | Attendance at an ICSC Idea Exchange, regional conference (e.g., Chicago Deal Making, Western Division Conference, Florida Conference, Southeast Conference, Texas Conference and Deal Making) or an Alliance Program. |
| A4 | 0.5 credit each | Attendance at an educational ICSC local meeting (e.g., breakfast/luncheon speaker, Next Generation). |
| A5 | 4.0 credits each | Completion of ICSC Institute programs (Management I, II, Marketing I, II, Leasing I, II, Development, Design & Construction I, II). |
| A6 | 0.5 credit each | Completion of ICSC courses (e.g., courses taken at the University of Shopping Centers, Executive Learning Series, Pre-CenterBuild Professional Development Sessions or special seminars). |
| A7 | 4.0 credits each | Completion of ICSC Online Learning Program for Shopping Center Management. |
| A8 | 1.0 credit each | Educational activities offered by applicant’s company (e.g., management conference, partnering conference or other in-house training). (Minimum training length to qualify is 6 hours per event). |
| A9 | 1.0 credit each | Attendance at industry-related conventions or conferences (e.g., ABC, AGC, AIA, BOMA, CCIM, CMAA, IEDC, IEG, IREM, NAIOP, NRF, PMI, RAC, ULI, USGBC). (1.0 credit for each event). |
| A10 | 0.5 credit each | Attendance at courses on topics relevant to retail real estate or parallel industry conducted by an accredited institution of higher education (school/university). |
| A11 | 1.0 credit each | Approved and verifiable self-study or online courses (e.g., ABC, AGC, AIA, IREM, NCIDQ, USGBC, World Wide Learn). |
| A12 | 1.0 credit each | Continuing education courses for maintenance of another certificate or license (e.g., AIA, CCIM, CMAA, CPM, PE contractor’s license, PMI). |
| A13 | 0.5 credit each | Participation on an ICSC professional development webinar (e.g., LEED for RETAIL webinar series, Educational Webinar series, Certification Study Series). |
### Industry Service

<table>
<thead>
<tr>
<th>Code</th>
<th>Credits Each</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>B1</td>
<td>2.0</td>
<td>Year of service as a member of the ICSC Board of Trustees.</td>
</tr>
<tr>
<td>B2</td>
<td>2.0</td>
<td>Year of service as a chairman of any ICSC board-appointed committee or task force (e.g., Government Affairs, Law Committee, PAC).</td>
</tr>
<tr>
<td>B3</td>
<td>1.0</td>
<td>Year of service as a member of any ICSC professional designation committee (CSM, CMD, CLS or CDP).</td>
</tr>
<tr>
<td>B4</td>
<td>2.0</td>
<td>Year of service as ICSC Division, State or Province Officer.</td>
</tr>
<tr>
<td>B5</td>
<td>1.0</td>
<td>Year of service as a member of any ICSC committee (e.g., program planning committee, awards judging committee).</td>
</tr>
<tr>
<td>B6</td>
<td>3.0</td>
<td>Year of service as a chairperson of an ICSC awards program or certification committee.</td>
</tr>
<tr>
<td>B7</td>
<td>4.0</td>
<td>Year of service as a chairperson at any ICSC convention or conference.</td>
</tr>
<tr>
<td>B8</td>
<td>1.0</td>
<td>Service as an appointed facilitator, panelist or speaker at any ICSC event.</td>
</tr>
<tr>
<td>B9</td>
<td>1.0</td>
<td>Service as a chairperson for any ICSC Idea Exchange or local meeting.</td>
</tr>
<tr>
<td>B10</td>
<td>0.5</td>
<td>Service as a roundtable facilitator or instructor of a Test Review at any ICSC event.</td>
</tr>
<tr>
<td>B11</td>
<td>2.0</td>
<td>Participation in an ICSC certification subcommittee (e.g., examination item writing, cut score determination).</td>
</tr>
<tr>
<td>B12</td>
<td>2.0</td>
<td>Service as an instructor at the ICSC John T. Riordan Global School for Professional Development, University of Shopping Centers or other ICSC education program.</td>
</tr>
<tr>
<td>B13</td>
<td>3.0</td>
<td>Service as an instructor for courses on topics relevant to retail real estate or parallel industry conducted by an accredited institution of higher education (school/university). (Maximum of 6.0 credits allowed).</td>
</tr>
<tr>
<td>B14</td>
<td>4.0</td>
<td>Sole authorship of any book relevant to retail real estate or parallel industry, with ICSC or other publisher.</td>
</tr>
<tr>
<td>B15</td>
<td>2.0</td>
<td>Authorship of any white paper or chapter of a book relevant to retail real estate or parallel industry.</td>
</tr>
<tr>
<td>B16</td>
<td>1.0</td>
<td>Authorship of an article for the ICSC Certified Professionals Newsletter or other publisher.</td>
</tr>
<tr>
<td>B17</td>
<td>1.0</td>
<td>Year of service on any selected or appointed board for City, State or Federal Government (e.g., planning, permitting, architectural review, historical commissions, neighborhood association).</td>
</tr>
<tr>
<td>B18</td>
<td>1.0</td>
<td>Year of participation as an active member of a board or committee in a community service organization that benefits a shopping center, retail real estate or parallel industry (e.g., chamber of commerce, state board of real estate). (Maximum of 1.0 credit allowed).</td>
</tr>
<tr>
<td>B19</td>
<td>1.0</td>
<td>Year of participation as an active member of a board or committee that benefits retail real estate or parallel industry (e.g., AIA, BOMA, CCIM, CMAA, IEDC, IREM, NAIOP, NAREIT, NMHC, PMI, USGBC, ULI).</td>
</tr>
<tr>
<td>B20</td>
<td>1.0</td>
<td>Participation in a formal mentorship program. Minimum of 4 meetings annually.</td>
</tr>
</tbody>
</table>

### Professional Recognition

<table>
<thead>
<tr>
<th>Code</th>
<th>Credits Each</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>C1</td>
<td>2.0</td>
<td>Recipient of an ICSC Award (applicant’s name must be one of the names shown as receiving professional recognition).</td>
</tr>
<tr>
<td>C2</td>
<td>1.0</td>
<td>Recipient of ICSC Merit or Silver Award (applicant’s name must be one of the names shown as receiving professional recognition).</td>
</tr>
<tr>
<td>C3</td>
<td>2.0</td>
<td>Recipient of additional professional achievement award (e.g., Addy, Clio, ULI, AIA).</td>
</tr>
<tr>
<td>C4</td>
<td>0.5</td>
<td>Finalist in an ICSC Awards program (candidate’s name must be one of the names shown on submission).</td>
</tr>
<tr>
<td>C5</td>
<td>3.0</td>
<td>Attainment of an additional industry-related professional designation during current three-year reporting period (e.g., CSM, CMD, CLS, CCIM, CDP, APR, CCIM, CPM, LEED AP, PMP, excludes Senior designation).</td>
</tr>
<tr>
<td>C6</td>
<td>4.0</td>
<td>Achievement of ICSC Trustees Distinguished Service Award.</td>
</tr>
<tr>
<td>C7</td>
<td>1.0</td>
<td>Receipt of a community or civic award for community service that benefits a shopping center, retail real estate or parallel industry.</td>
</tr>
<tr>
<td>C8</td>
<td>2.0</td>
<td>Securing an initial real estate salesperson, broker’s, architectural, engineering, contractor’s or other license related to retail real estate or parallel industry.</td>
</tr>
</tbody>
</table>
ICSC prepares retail real estate executives from all over the world for new levels of leadership in their careers and within their organizations. I invite you to investigate both critical and emerging issues and that impact us all through participation in an Executive Learning Series seminar.”

Marc Feldman, SCLS
Senior Vice President of New Business Development
DDR Corp.
Beachwood, OH
United States
Executive Learning Series

Come learn from the brightest minds in the industry! ICSC’s Executive Learning Series (ELS) consists of new one-day courses taught by distinguished ICSC faculty covering some of today’s most important subjects in the shopping center industry. Topics covered include asset management, leasing, negotiation techniques, mixed-use, development, retail merchandising, business and strategic planning, open-air centers and financial feasibility. As an industry professional, this program will give you the chance to sharpen your skills and learn from the best instructors in the retail real estate and shopping center industry, while you network with other students in similar fields of service.

**Format**
Many classes include case studies to engage participants with the material being taught. Its unique format allows classes to be highly interactive. Participants are encouraged to take control of their learning experience by asking questions, while participating in lively and stimulating class discussions. Each class is taught on a Friday from 9:00 am to 2:00 pm.

**Volume Discounts Available!**
Three to Four Classes:
USD $230 M | $355 NM
[$125 Member Savings]

Five or More Classes:
USD $220 M | $345 NM
[$125 Member Savings]

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**CALENDAR OF EVENTS**

**Investing in Retail and Structuring Partnerships**
January 18 | New York, NY

**Overcoming Vacancies and Declining Sales in a Subpar Shopping Center**
February 8 | Los Angeles, CA

**Creating a Multi-Year Strategic Plan and the Corresponding Annual Business Plan**
April 5 | New York, NY

**The Changing Economics of a Lease**
April 19 | New York, NY

**Creating Urban and Suburban Retail Centers in this New Environment**
July 19 | New York, NY

**Prospecting For and Developing New Tenants**
August 9 | New York, NY

**Tips in Negotiating Lease Clauses**
September 20 | Newark, NJ

**Retaining Asset Value in Today’s Market**
October 4 | New York, NY

**Current Best Practices in Development**
October 11 | Los Angeles, CA

**Considerations in Defining Space-by-Space Rents**
November 8 | New York, NY

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**quick facts**

**Format**
Classroom

**Levels**
Intermediate, Advanced

**Tuition**
Single Courses: $250 M | $380 NM
[MEMBER SAVINGS $130]

**CE Credit**
0.5 ICSC Credit

**Website**
www.icsc.org/2013ELS
Executive Learning Series

Course Descriptions

**Investing in Retail and Structuring Partnerships**
January 18 | New York, NY
Gary D. Rappaport, SCMD, SCRM, SCLS, SDSP
The Rappaport Companies
Using “real” numbers, this class will teach you how to structure partnership allocation of cash flow, appreciation and fees between you and your investors. Students attending this class will receive a free copy of Gary Rappaport’s book *Investing in Retail Properties: Structuring Partnerships to Share Capital Appreciation and Cash Flow.*

Bonus Textbook Included:

**Creating a Multi-Year Strategic Plan and the Corresponding Annual Business Plan**
April 5 | New York, NY
Yaromir Steiner
Steiner + Associates, Inc.
A well designed Strategic Plan is one of the most important tools used in developing the short-term and long-term objectives for your property. This course will help you create the multi-year Strategic Plan that you can use to identify and implement the owners’ objectives.

**Overcoming Vacancies and Declining Sales in a Subpar Shopping Center**
February 8 | Los Angeles, CA
Richard Wolff, SCIS
Madison Marquette
This class deals with the dilemma of what to do with our malls that are not the AAA malls of yesterday. It will discuss the different attempted solutions that have been tried over the years, whether successful or unsuccessful. You will learn how to deal with new competition, changing demographics and if the “edifice of an enclosed structure” even works any more moving forward. Taught at the Eagle Rock Plaza in Los Angeles, a guided tour of the center is included in the class.

**The Changing Economics of a Lease**
April 19 | New York, NY
Oscar R. Rivera, ESQ.
Siegfried, Rivera, Lerner De La Torre & Sobel PA
Robert M. McAndrew, ESQ.
Ross Stores, Inc.
The lease is a complex document with everyday practical utility. With role playing and practical guidance, this class will teach you how to understand it in plain language from both a landlord and tenant perspective.

**Creating Urban and Suburban Retail Centers in this New Environment**
July 19 | New York, NY
Leonard Bierbrier
Bierbrier Development, Inc.
From acquisition to tenant relocation and everything in-between, this class will focus on overcoming community centers’ redevelopment challenges in this changing market.

**Prospecting For and Developing New Tenants**
August 9 | New York, NY
Rene F. Daniel, SCLS
The Daniel Group, LLC
Understanding the shopping center’s story requires critical thinking. This interactive class will teach you the key concepts you need to understand in order to sell your center’s story to tenant prospects.

**Tips in Negotiating Lease Clauses**
September 20 | Newark, NJ
Oscar Rivera, ESQ.
Siegfried, Rivera, Lerner De La Torre & Sobel PA
Robert M. McAndrew, ESQ.
Ross Stores, Inc.
This class will concentrate on teaching effective lease negotiation techniques when discussing critical lease clauses. The class includes mock negotiations between tenants and landlords.

**Retaining Asset Value in Today’s Market**
October 4 | New York, NY
Drew DeWitt, SCLS, SCRM
JPMorgan Investment Management Global Real Assets – U.S. Acquisitions
With the use of case studies, this class will focus on strategies that could be implemented to create and retain value while mitigating downside risk in today’s changing markets. The discussion will include strategies that have worked well and strategies that have failed.
Current Best Practices in Development
October 11 | Los Angeles, CA
Gordon “Skip” Greeby, PE, SCDP
The Greeby Companies
Bruce D. Pomeroy, CDP
Evergreen Devco, Inc.
This class will focus upon the art and science of retail development and project management, with advanced techniques and practical solutions applicable to existing or partially built (or misconceived) projects.

Considerations in Defining Space-by-Space Rents in a Changing Environment
November 8 | New York, NY
David Hull, SCLS
Jones Lang LaSalle
Learn how to apply the proper leasing strategy to prepare a narrative and a merchandising plan and keep focus of the lease-up in today’s changing environment.
The NOI+ Specialty Conference continues to pay big dividends for Better World Books. As a newcomer to the shopping center industry, the NOI+ Conference helps us better understand our landlord partners and the challenges they face meeting NOI objectives in today’s tough economic environment. The learning and takeaways from this experience are invaluable, and impact our decision making as we execute our national expansion plan.”

Dustin Holland
Vice President
Better World Books
Alpharetta, GA
United States
ICSC recognizes the time you spend at Idea Exchanges and even RECon is maximized with deal making and relationship building, leaving only small amounts of time for educational pursuits. We also understand that while ideal, not everyone can be away from the office for 4 or 5 days to attend the School for Professional Development. Specialty Seminars pick up where these programs leave off. Specialty Seminars are an essential component of ICSC professional development opportunities. They satisfy the shopping center professional’s needs to receive and share information in a dedicated, peer-learning context.

These intensive 1 to 2 day Seminars provide professionals with quick and easy access to timely information on a specific subject or aspect of the retail real estate industry. Experts from around the world contribute to ensure Specialty Seminars are always comprehensive, informative, and relevant.

**Specialty Seminars Include:**
- Debt Workouts, Institutional Funds & Repositioning of Challenged Assets
- University of Florida: Understanding Your Retail Clients
- Leasing for Non-Leasing Professionals
- Finance for Non-Financial Professionals
- Law for Non-Lawyers
- Seminario Educacional: Retail
- Seminario Educacional: Operations and Management
- RECon Academy: Advanced Components of a Successful Leasing Strategy
- RECon Academy: How to ATTRACT Developments that Bring Vitality to a Community
- RECon Academy: Using Social Networking and Texting to Generate Leads
- RECon Academy: Development, Design and Construction Trends in 2013
- RECon Academy: Quantifying Market, Site and Financial Feasibility

For targeted learning, also consider ICSC Specialty Conferences such as:

- Canadian Law Conference
- Canadian Research Conference
- Capital MarketPlace
- CenterBuild Conference
- European Marketing Conference
- European Outlet Conference
- Hispanic Markets National Conference
- Next Generation Conference
- MOCLAL Mobile+Local+Social Conference
- NOI+ Conference
- Open Air Summit
- Research Connections
- RetailGreen Conference & Innovation Showcase
- U.S. Law Conference
- VRN Outlet Leasing and Marketing Conference

Visit [www.icsc.org/calendar](http://www.icsc.org/calendar) for a complete listing of ICSC events.
In the simplest terms, a challenged asset is one that produces insufficient funds from operations to cover its debt service. However, an otherwise successful property whose value has decreased because of growing vacancies, declining net operating income and rising cap rates can be considered challenged if its mortgage reaches maturity and no lender is willing to refinance the existing debt on the property, regardless of debt coverage. Based on the result of their analytics, the measures a lender may take can include selling the note at a discount, working out new loan terms with the owner or seeking finances through public and private institutional funds, then reselling it at a substantial loss to an opportunistic buyer, though many lenders are reluctant to foreclose or sell at distressed levels.

What could be done about the situation for providers and users of capital are the subject of ICSC’s education seminar, Debt Workouts, Institutional Funds & Repositioning of Challenged Assets.

This fast-moving 1-1/2 day seminar conveniently located in Midtown New York City is designed for middle- to upper-level executives in retail-focused real estate. The seminar will include formal presentations, discussions, case studies, course materials, breakfasts and lunches, a cocktail reception and a certificate of completion.

Who Should Enroll?
This ICSC education seminar will help professionals at all levels understand the nature of current forces involving financing and equity investments and the options and potential avenues for workouts available to property owners and note holders. This curriculum addresses the needs of:

- Retail real estate owners and asset managers
- Mortgage lenders and borrowers
- Originators, underwriters and mortgage brokers
- Fund managers
- Loan restructuring executives
- Borrowers with notes now held in commercial mortgage-backed securities
- Master servicers and special servicers
- Finance professionals
- Trustees, investors and advisors of real estate equity and debt
- Researchers and database analysts
- Valuation specialists
- Transaction brokers
- Attorneys representing financial institutions and real estate companies
- Anyone who has debt or equity interest in a property that is delinquent on the loan or whose loan matures in 2013 or 2014

Certificate Program
This is a curriculum-based certificate program. A certificate of participation is awarded to all attendees who successfully complete this course.
COURSES

Valuation and Assessments: Reality of 2013

This class examines the technical aspects of the valuation process in today’s tight credit market and new and different capital structures to be considered by owners and lenders of challenged assets. Up to a trillion dollars in mortgages of all types of commercial real estate originated during the credit bubble of 2005 to 2007, which are set to mature in the 2010s. Because of inflated valuations in the 2004-2007 periods, many maturing loans in the 2010s will exceed LTVs over 100 percent causing lenders to demand more equity upon renewal. Special servicers of a delinquent mortgage will turn to complex property assessment and valuation models to decide whether to foreclose, sell the note or agree to a loan workout with the present owner. Key concepts include: Can the asset be liquidated? Can the asset be held and managed by a receiver and fee manager or is it better to do a loan workout with the current owner?

Restructuring Debt and Equity: Capital Providers and Users

This class explores in detail the most common ways to restructure debt secured by a pledge of the property from the capital provider perspective and the importance of understanding different tactics from the borrower’s perspective on approaching the special servicer when the loan has been qualified as non-performing. The special servicer is looking for communication and to understand the borrower’s situation. What do you say? What offer can you make toward a resolution on the short-term? What documents do you need to provide? How do you, as the borrower under water, prevent a foreclosure? Depending on the type of the loan the borrower is negotiating and wishing to restructure, there are different strategies you can employ and servicers you can learn from many situations that the borrower experiences. It covers the traditional lenders as well as complex securitized debt such as CMBS, maturing interest-only loans with balloon payments due, layered debt using multiple types of sources and other arrangements. Additionally, this course will cover the restructuring of debt, and debt conversion to equity ownership; where are the required new infusions of equity capital; and potential sources of funds, including government programs, as well as compliance with new FDIC rules. Considerable discussion will include banks, insurance companies, private equity sources, hedge funds and how these lenders might react differently in loan workouts. The focus of this class is on the process involving loan modifications and the alternatives available to borrower and lender to resolve a distress situation.

Asset Acquisition and Disposition

An important aspect of dealing with challenged real estate involves the possibility that the owner might be forced to sell to avoid foreclosure. If not, the likelihood is that the lender will foreclose and be forced to sell the property or the underlying debt. This class focuses on structuring these types of deals to resolve the challenged situation. It examines a variety of solutions involving one or more of the debt or equity sources of capital discussed and studies plausible alternative approaches. Does the state of the distress prompt the owners to sell? On what terms? Which sources and types of financing are appropriate to the situation? Is it preferable for the owner to team up with a new partner? What might be the nature of such a partnership? Passive? Active? With what goals for each party? What is the timing? Does the owner simply turn over the keys to the lender and walk away from the problem? What are the upsides of deed in lieu of foreclosures? Is it sensible for the lender to foreclose, which takes on the challenged asset to its balance sheet while trying to unload it? Is the lender better off selling the note at a discount? What alternatives are available for buyers of notes to recoup their investment and profit from the deal?

Investment Funds and Alternative Capital Sources

When searching for capital sources, borrowing the funds from the right lender can be challenging. In the search for capital sources one can get turned down for bank loans for different reasons, including lack of collateral, assets and/or business experience. There are several types of common capital sources for retail real estate professionals and owners with challenged assets. This session will cover ideas that are re-emerging as a capital-raising alternative for businesses. The session will offer strategies for understanding key opportunities while minimizing risks for finance complications for private equity and venture funds.

Repositioning a Challenged Asset

Challenged properties generally are in need of improved income to afford the debt service. For retail properties, this usually means leasing to more productive retailers that can afford to pay higher rents. This class gets down to brass tacks on the specific strategies and tactics of a redevelopment plan. This plan starts with analyzing the asset enhancement potential, considering various redevelopment opportunities and preparing a pro forma to seize such opportunities. This aspect of improving challenged retail properties is critical for any investor or lender contemplating an acquisition or foreclosure to comprehend. Should the conclusion be to dispose the property, the new owner will require a repositioning plan and the seller should understand enough about it to sell the idea in the process. How do you create a disposition model to assure the maximum advantage under the current circumstances to the various stakeholders including owners, secured lenders and others? What are reasonable time horizons to reposition retail properties and stabilize the income before planning a new exit strategy?
UNDERSTANDING YOUR RETAIL CLIENTS

This program is designed for upper-level managers/executives in retail-focused real estate development to gain up-to-date information about important strategic and operational trends in contemporary U.S. retailing.

Topics
- Emerging new retail concepts and stores
- “Reinvention” of older concepts
- Store design features
- Customer expectations and behavior
- The influence of the recent economic recession on shopping patterns
- The retail strategic profit model – a critical tool for managing retail performance

Through formal presentations, discussions, case studies and videos, the classes will be structured with a comparative review across a number of retail sectors, including supermarkets, convenience stores, home centers, fashion retailers, department stores and other formats. Attendees will also consider the impact of multi-channel retailing and e-commerce on retail store development.

Participants will learn a useful analytic tool (“Eight Ways to Win in Retailing”) for considering the particular set of ways that a retailer can achieve continuing success (or “lose”) in the marketplace, and how developers can use this tool when communicating with prospects or tenants.
In-House Training Solutions

How Can We Help?

Want to train your team online, at your office, in a nearby hotel, or even somewhere a bit different and suitable for a company retreat? ICSC custom training solutions work globally for a wide range of organizations. Whatever the starting point, you can look forward to the same great results. ICSC will deliver an excellent learning and development experience, employing outstanding expert faculty and support services focused entirely on ensuring that you achieve all your training objectives.

Off the Shelf
One or more of our advertised courses sounds almost exactly like what you’re looking for.

Semi-Custom
One or more of our courses looks right for you but needs to be tailored to suit your specific requirements such as internal policies and procedures or local market and regulatory issues.

Custom
You like our approach and want us to develop a training program for you from scratch to meet your unique needs and vision.

Blended
You have needs that cannot be met by a single course or format and want us to develop a major initiative to achieve a particular objective.

Advantages of In-House Training Include:
- Cost savings with more effective group training.
- Reduced travel time with on-site training.
- Training times and formats crafted around your schedule.
- The ability to address specific employee training needs.
- Hand picked faculty that fits to your training needs and culture.
- Privacy to focus on strategic goals and tactics.
- Top-quality content from a source you can trust.

For more information and to request a proposal, contact us at education@icsc.org.

Cedar Realty Trust is a fully-integrated real estate investment trust that owns 68 primarily supermarket-anchored shopping centers straddling the Washington, DC to Boston corridor which totals 10 million square feet of GLA. To enhance their ability to provide long-term value for their shareholders and long-term relationships with their tenants, they decided to invest in an enterprise-level training initiative. The goal – grow existing general managers into a strategic asset management team. ICSC delivered a one year program of online education in management, marketing, leasing and tenant coordination with additional coursework by webinar and textbook on key issues like sustainability. Other elements of the program like monthly meetings and practice tests helped the Cedar team take the ultimate step in professionalism – earning the CSM professional certification.

UAB Baltic RED general manager, Saulius Merkys had a team of 30 leasing professionals and wanted to maximize income, enhance center value and minimize vacancy rates using global best practices. ICSC delivered a comprehensive solution of customized training and professional development that included online coursework, independent study materials and classroom based instruction in Vilnius, Lithuania. UAB Baltic RED is the biggest commercial property manager in the Baltic States. Baltic RED Management is part of the Zabolis Partners group of companies, a partnership of finance, and investment and real estate experts with more than 15 years’ experience in regional and international markets.

Downtown Partnership of Baltimore is a non-profit corporation that oversees the Downtown Management Authority (DMA) and the delivery of programs that make the 106-block DMA district more attractive, vibrant and hospitable. The Partnership is continuously seeking opportunities to increase investment in the city and grow the numbers of residents, restaurants and retail stores. Looking to impact quality of life, retention of key employers, solutions to transportation challenges, improvements to parks and green spaces, and workforce development opportunities, they engaged ICSC for a customized training solution. ICSC engaged leading industry faculty to deliver the class, “Retail Real Estate for Economic Development Planning,” to key members of The Partnership team. The class dealt with how to attract developers to downtown projects, and in terms of key leasing and financial issues in urban development, what stakeholders need to know to help facilitate lease deals with developers and retailers.
Leasing is everyone’s business. As the primary means for generating revenue in the industry, it is not only the focus for leasing executives but also property managers and marketing specialists. But if you are not in leasing and have leasing responsibility, you need an understanding of how leasing works in order to be successful. So here’s a seminar created just for that purpose: Leasing for Non-Leasing Professionals. It is ICSC’s educational program devoted solely to teaching the fundamentals of leasing to professionals whose primary function may not be leasing but still have a need to know. In addition, junior leasing professionals also find this course valuable in picking up essential skills. Eight classes over a day and a half that will educate you, illuminate you and give you a perspective on leasing you cannot find anywhere else.

- Understand the leasing function and how it works to maximize asset value.
- Learn all aspects of leasing from permanent in-line to specialty retail.
- Explore leasing from the retailer's perspective.
- Learn the common negotiating strategies between tenant and landlord.
- Get a handle on common lease language and how lease provisions are administered by center management.
- Learn from experienced faculty that have been on the front lines of the leasing wars.
- Receive first-hand knowledge on what it takes to make successful deals.

### Education Materials
Attendees will receive a complimentary textbook to accompany the course materials.

### Volume Discount Available
ICSC will host three seminars back-to-back: Leasing for Non-Leasing Professionals, Finance for Non-Financial Professionals and Law for Non-Lawyers. Attend two or three seminars for even greater savings!

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[$100 Member Savings]

**Three Seminars:**
USD $1,200 M | $1,500 NM  
[$300 Member Savings]
COURSES

Leasing 2013: The Art of the Deal
What you need to know about deal making in the shopping center industry today. Complete discussion of the common language and terms used by both landlord and retailer. Issues that are making the deals and issues that are breaking the deals. Learn what the big retailers are demanding from the landlord and where the landlord is making concessions and where the landlord is not. Discuss pass-along costs and the evolving standard in the industry with issues such as fixed CAM and other points of negotiation. Talk about who has the leverage in today’s economic climate and what forces will drive deals in the next five years.

Optimum Mix: Using the Pro Forma to Create Value and Return
A full class devoted to formulating a merchandising plan for a new center or renovated center. Learn how consumer data is analyzed along with market conditions and competition to create a successful tenant mix. Learn the “science” of allocating merchandise categories based on consumer demand and how to achieve the proper balance within a category so each store has the opportunity to succeed. Discover how opportunities are created through retailer relocation within the center and the subsequent “freeing up” of key units for more productive uses.

Prospecting for Tenants
A session devoted to learning the “tricks of the trade” for identifying retailers and merchandise uses that can make a critical difference in overall center performance. Discover techniques for formulating a prospecting plan and targeting specific stores. Learn how your company’s marketing professionals can be a great help in not only identifying prospective players but also help to close the deal and get the store open. Learn how to analyze your property (and the competition) to fill the voids in your tenant mix with just the right store. Find out how tenant representatives and brokers work in tenant prospecting and how you can use them to meet your leasing objectives. Bring back proven selling tools used in beginning and closing negotiations.

The Lease and Its Administration
Understand lease language and how it is enforced from the property professional’s perspective. Analyze a lease document and learn to focus on the basic provisions central to the lease agreement such as use clauses, exclusives, radius clauses and exhibits. Take a closer look at issues such as CAM, taxes, insurance, lease line violations, opening and closing times – agreed to provisions you have to understand in order to operate your center. Know what issues can be handled at the property level and when legal remedies must be sought to rectify the situation. Get a better understanding of management’s role in the leasing process after the deal is signed and the store is open.

Leasing from a Retailer’s Perspective
An opportunity to view the leasing profession from the retailer side and the issues unique to the retailer in negotiating the deal. Learn the retailer’s business, what the retailer is looking for, the synergism the retailer desires with other retailers before signing a deal sheet and how meeting these retailer objectives can give the landlord a “domino effect” in cinching multiple deals. See how co-tenancy, percentage rent, CAM and many other potential profit busters are subject to heated debate between retailer and landlord and how they conspire to kill many a deal. Discover how the retailer looks at market size and demographics and how that may differ from the landlord looking at the same data. Find out how savvy retailers are making deals much more complex than ever and what issues they are considering deal makers and deal breakers.

Specialty Leasing Strategies
An in-depth class devoted entirely to the business of specialty leasing. Learn how to create the master specialty leasing plan and ways to keep your presentation fresh and your rents churning. Discover ways to walk that thin line between quality and quantity and balance the proper mix with your income goals. Obtain knowledge on the most successful strategies to incubate temporary uses into permanent in-line deals. Learn about specialty leasing administration from collecting rent to dictating visual merchandise techniques.

Tenant Coordination and Construction
An understanding of the store opening process that often triggers the income stream following a lease signing. Review the responsibilities of both landlord and retailer in preparing the unit for opening during the construction process. Learn how the project design, scheduling and tenant coordination mesh properly to ensure a smooth build-out and eventual opening. Learn terminology common to tenant coordination so you can talk the talk whether you are in leasing, management or marketing. Discuss the impact of tenant design plans on construction costs and contracts and how delays can mean big bucks off the bottom line. Know how to work with contractors to help them complete their work in a timely fashion, expedite the opening and create income.

Negotiating! Face-to-Face Bartering
An interactive session that teaches negotiating skills to ensure maximum profit when making a deal. You’ll weigh the landlord’s LOI vs. the retailer’s LOI and determine whose form holds sway in the process. You’ll learn what issues are prioritized, how they are prioritized and the role played by lawyers in this intense game. Find out what landlord demands retailers are walking away from and what retailer dictates landlords find to be deal breakers. Engage in a real life mock negotiation where as landlord or retailer you determine your objectives, set your strategies and find out what it is like to make your own deal.
Are you lacking a firm grasp of finance and accounting? Do you need a closer understanding and appreciation of the numbers and the significant reports – i.e., income statements and balance sheets, cash flow, return on investment analyses, and retailers’ financials – as well as a better relationship with the people who report the numbers in your organization? ICSC presents a comprehensive one-and-a-half day seminar that will demystify finance for the non-financial shopping center professional. Unlike most seminars on this topic, the ICSC course will be taught by shopping center experts on finance and accounting, who can explain in “practical terms” what you need to know about applying financial terms and principles as they relate to the shopping center industry.

- Understand key financial data and measurements.
- Form a clear picture of your shopping center’s financial position and highlight warning signs to address.
- Learn how to read, interpret, analyze, and most importantly, react to financial statements and accounting reports.
- Discover how cash flow is managed using financial reports.
- Decode the terminology of assets, liabilities, equity, expense, 10K, 10Q, NOI, FFO, valuation and cash flow.
- Confidently interpret and talk numbers with anyone.
- Analyze potential retailers’ income statements and financials to evaluate their ability to succeed in your center.
- Evaluate income statements of current tenants to determine if rent restructuring is warranted.
- Perform financial analysis of a lease deal.
- Learn how various models using internal rates of return make deals either appealing or unpalatable.
- Sell your ideas for capital building and tenant improvements using solid numbers to back you up.

**Education Materials**
Attendees will receive a complimentary textbook to accompany the course materials.

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Talk the Talk
The basic accounting equations. Common accounting and finance terms and what they mean – including NOI, FFO, 10K, 10Q, amortization, CAPEX, depreciation, EBITDA, straight line rents. Appraisal concepts such as market rents, occupancy rates, recoveries, rate of retention, cap rates, discount rates and return on investment.

Walk the Walk
The accounting cycle: What is it? How to work with it. The difference between cash and accrual accounting. Accounting for assets, liabilities, revenue and expenses. Debits and credits explained. The other GAAP: Generally Accepted Accounting Principles and their application to shopping center practices.

Why Can’t Johnny Read the Financial Statement?
How to read and interpret three types of financial statements: balance sheet, operating statement and cash flow statement. How to examine the P & L (profit and loss) statement and understand rental revenues, recoveries, owner’s expense and profitability. Identifying types of assets and liabilities. Employing the 10 basic steps in preparing a financial statement. Utilizing commonly used ratios to evaluate profitability, liquidity and leverage. Applying the lessons to tenant’s financial statements.

It Takes a Lease
Tracking the payments made by a tenant through the income statement over the life of the lease. Calculating the recovery of expense – gross lease vs. triple net – and various types of food court CAM. How a tenant improvement allowance is treated in the financial statement and what happens when the tenant vacates. The effects of free rent on funds from operations and the center’s value.

Show Me the Numbers
Leasing reports that accurately measure occupancy, productivity and revenue. Using sales reports for percentage rent projections and occupancy cost analyses. Ten other key indicators the tenant sales reports reveal. Managing accounts receivable and collection techniques. How to structure proposals and recommendations in terms of hard dollars, and get faster approval. Benchmarking, or understanding performance against others.

The Business Plan is Everyone’s Job
Constructing an aggressive, yet realistic and measurable business plan to increase shopping center productivity. Basic elements of a budget for an operating shopping center. How cash flow is forecast. Reasonableness tests to improve your accuracy when projecting revenues. Analyzing variance reports and writing proper variance explanations. Components of a redevelopment pro forma.

Have I Got a Deal for You
Evaluating the financial impact of a proposed lease on rents, recoveries and the funds from operations. Measuring a proposed lease against expectations of redevelopment pro forma.

But What’s the Return?
Calculating return on investment, the true lease yield. Considering the cost of funds for investment. Overview of debt and equity markets. Making sound investment decisions. How to evaluate the relative degree of risk for a project. Understanding the investor’s hurdle rates.

Companies who invest in their staff’s professional education and certification with ICSC can expect superior outcomes. ICSC trained professionals are uniquely qualified and schooled in the “nuances” of asset management and those with certification prove they are of the highest caliber and worthy of industry-wide recognition.”

Michael Rodel
Chief Operating Officer
Rebosis Property Fund
Johannesburg, South Africa
Specialty Seminars

Law for Non-Lawyers

Are you lacking a firm grasp of shopping center legal issues? Do you need a better understanding and appreciation of the laws and regulations that govern the U.S. shopping center industry – and to enhance your relationship with the lawyers who work on behalf of your company? ICSC has a one-and-a-half day seminar program that will demystify law for the shopping center professional. Unlike most seminars on this topic, the ICSC course will be taught by legal professionals, who can explain in “practical terms” the issues facing both the landlord and the tenant; what you need to know about applying legal principles and practices as they relate to retail real estate.

- Gain a mastery of the essentials of law as it relates to the shopping center industry.
- Understand key legal issues that give you a clear picture of the rights of both tenants and landlords.
- Analyze the details of a contract or a lease with more precision and increased awareness of the key provisions.
- Become familiar with the key decisions made in U.S. courts that affect shopping center operations.
- Develop a better working relationship with your legal team and various government regulators.
- Demonstrate more familiarity with key legal terms, understand what they mean, and apply them to your work.
- Decode terminology and talk confidently about legal terms and issues.

Education Materials
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quick facts

Dates
October 24-25

Location
ICSC Headquarters
Midtown New York City

Website
www.icsc.org/2013LNF

Format
Classroom

Levels
General

Tuition
Single Courses
USD $475 M | $575 NM
[MEMBER SAVINGS $100]

CE Credit
1.5 ICSC Credits per course

Also offered in Toronto, ON
this fall!
www.icsc.org/2013LNFC
COURSES

Talk the Talk...Walk the Walk
Law, controlled by: The U.S. Constitution; state constitution; state statute or local ordinance; common law. Basics of tort law.

The Contract
Understand the principles of the Law of Contracts. Components of a contract. Mechanics of creating a contract: documentation needed to protect one’s interest; recognizing oral contracts and remembering the terms. Analysis and discussion of pertinent contracts: ownership contracts; partnership agreements; mortgage contracts; contingent property owners; conditions to governmental approvals for development; REAs, et al.; leases; licenses. Short-term/promotional contracts, licenses, kiosks, entertainment and temporary tenants. Remedies that shopping center professionals create and administer: principle of “Detrimental Reliance”; money damages: compensatory and future obligations; specific performance: money is no substitute.

Acquisition, Development and Construction
The art of acquisition; the law as it pertains to deeds, assignments of ground leases, tenant leases and licenses. Warranties, assumption of liabilities; assurances, transfer taxes and recording fees. Due diligence investigation, consent and approvals and authority of parties. The legalities of development; assemblage of land, acquisition of land, zoning issues and land use regulations. Entitlement processes including plan approval, zoning and permits. Defining and dealing with impact fees. Tax benefit programs as they are determined by different states, tax increment financing, abatements, qualifications for tax advantages and payback options. Basics of design and construction contracts. Construction liens and their ability to hinder the development process; statutes of limitation, risk of double payments, liens against leaseholds. Bonds and sureties: critical differences between both, use of bonds in a shopping center context, different kinds of bonds – fidelity, bid, performance and payment, utility and lease security deposits.

Human Resources and Labor Relations Challenges
The law, as it applies to human resources: labor contracts; Employment at Will; employment contracts: implied vs. written; collective bargaining agreements; labor issues; primary and secondary strikes – how to handle; union organizational drives; distinction between labor union picketing and citizens exercising their civil rights.

Insurance and Risk Management
Legal duty regarding customer safety: duty to keep premises safe from hazards; duty to keep premises safe from criminal conduct of third parties; risks associated with fulfilling the duty to maintain safety: assault, battery, false imprisonment. The law, as it applies to insurance and claims administration: insurance contracts; property damage; liability; tenant insurance; indemnification; subrogation; co-insurance. Risk management plan: identify risk; avoid, eliminate or prevent risk; defend from claims; certificates of insurance.

Complying with the Government is Everyone’s Job: Non-Contractual Rules Pertaining to Shopping Centers
Government as a friend and a foe in the operation of a shopping center: ADA and construction standards; recognizing and understanding noncontractual duties imposed by law and as a matter of social policy. Rights of owners vis-à-vis undisciplined customers – shoplifter’s rule: right/obligation to thwart theft; right/obligation to exclude trespassers and nuisances. Understanding the role of government in the ownership and operation of a shopping center: land use designations; governmental approval of the construction and continuing use of improvements; public access: the legal duty to recognize civil rights of customers and others: the right of access by third parties to shopping center and contiguous private property; First Amendment freedoms vs. Fifth Amendment freedoms; a shopping center as a public forum for free speech. Arrests vs. civil injunction: citizen arrest vs. police arrest; control of property; control of business management theories; future impact; promotional activities.

Finding the Right Lawyer for the Task at Hand
Do I need a lawyer? How do I find the right one?...selecting the team; establishing the procedures. Calling in the specialist with expertise in litigation, labor, bankruptcy, tax and collections: how to find the right lawyer. What’s the law vs. good business result? How to use your lawyer to obtain a high degree of effectiveness from both a cost and substantive perspective. Do’s and don’ts prior to engaging your lawyer.

Anatomy of a Lease
Understanding the lease as an executory contract and a transfer of real property: need for specificity; need for clear mechanics and business practices. Crafting the Lease: four essential terms; when is the lease created and what effect does taking possession prior to execution; eCommerce and its impact on understanding, crafting and negotiating lease clauses. Executing the terms of the lease; strict enforcement; amendment by conduct; detrimental reliance; accounting practices; landlord as “partner” of tenant; landlord as “agent” of tenant; boiler plate and lease form. Key provisions. Business points. Special problems unique to shopping center leases: rights of approval; abandonment of premises by tenants; abandonment of goods and personal property by tenants; enforcement of performance obligations; enforcement of monetary obligations. Technology transfer of documents – what can and should be sent electronically? Negotiation and drafting implementation of the documents: authentication and execution of technology transfer.

Dispute Avoidance and Resolution and Bankruptcy Issues
How to deal with and resolve defaults before and after the introduction of lawyers. Landlord-tenant dispute resolution techniques – arbitration, settlement, and other methods of resolution. The U.S. Bankruptcy Code – principles to know: understanding the various chapters; recognizing signs of potential bankruptcy filing and preparing; impact of § 365 B of the Bankruptcy Code. Workouts – Give-Ups, Give-Backs and Premiums.
RETAILING SEMINAR  
Guatemala  
This two-day educational program is ideal for retailers and developers looking to expand their knowledge of the world of international retail. You will learn how to run and manage a retail operation, including how to define your retail strategy, the latest visual merchandising techniques, marketing and sales promotions, consumer behavior and buying patterns, motivating your sales force, servicing the client, and much more.

OPERATIONS AND MANAGEMENT SEMINAR  
Colombia  
This seminar is devoted exclusively to teaching the fundamentals and practical aspects of the management and operation of shopping centers. Topics covered include developing a business plan, operational budgets, shopping center maintenance, risk management and security, CAM costs, tenant mix, marketing strategies to increase NOI, sustainability issues, and evaluating and assisting your retailers. The program benefits not only the shopping center manager, but every professional who requires becoming familiar with the essential details of the operation of their specific center.
RECon Academy is a unique and exciting education opportunity with offerings from five educational classes focusing on leasing strategy, economic development, financial feasibility, development, design and construction and social networking. RECon Academy is an excellent opportunity to combine education with business while at RECon, the world's largest retail real estate convention.

- Choose from five 3-hour courses
- All attendees receive a free ICSC publication
- A unique opportunity to learn from the industry's most knowledgeable instructors

**COURSES**

**Advanced Components of a Successful Leasing Strategy**  
May 19 | 2:00 – 5:00 pm  
Participants will examine options to effectively create a successful leasing strategy, learn how to deal with today's pressures to identify a well thought out leasing program that increases rental income, and identify methods to create an optimum tenant mix while increasing occupancy. Engage with industry leasing professionals to learn how one can improve effectiveness by identifying the proper tenant mix for your center to accelerate the leasing process and achieve shopping center stability while maximizing income.

**Development, Design and Construction Trends in 2013**  
May 21 | 9:00 am – 12:00 noon  
In this course, explore key issues in the development, design and construction of retail projects. Topics include defining roles, owner's perspective, goals that dictate the project delivery approach, design team selection and procurement of construction services, as well as contract negotiation, design principles and practices, devising a development plan, tenant coordination, retail store planning and green building design.

**How to Attract Developments That Bring Vitality to a Community**  
May 20 | 9:00 am – 12:00 noon  
Learn the types of developments that bring economic prosperity to a community from new retail development. Review the factors that benefit the community, such as jobs, real estate taxes, sales taxes, impact fees, revitalization of depressed areas – and learn the different ways that public officials and developers interact for mutual benefit, what steps to follow and what to avoid. This course also deals with different categories of public-private negotiations and provides specific case studies covering both suburban development and downtown renewal.

**Using Social Networking and Texting to Generate Leads**  
May 20 | 2:00 – 5:00 pm  
Do you think of digital and social networking as just a personal interaction with Facebook, Twitter and LinkedIn? This education course will show how smart phone and personal computer apps are used by shopping centers and retailers. Some of the take-away tools will be creating social networking guidelines for your organization, developing a strategy with measurable objectives to communicate with colleagues and clients, and creating a plan to deliver results against your business objectives.

**Quantifying Market, Site and Financial Feasibility**  
Co-hosted with CCIM  
May 21 | 2:00 – 5:00 pm  
Learn how to use the latest technology tools to conduct a market analysis for a new retail development, a redevelopment or an existing retail property. Learn to define a market area, determine sales potential, collect the market data needed to evaluate store demand, measure supply and then quantify the gap. We will also demonstrate how to use the market feasibility tools to identify “desired tenants”. Discover how to find more tenants and close more leases by giving you market based information to share with leasing prospects. Learn various ways to measure the financial feasibility of the project.
The education ICSC provides has been vital to my personal and professional growth in this ever-changing industry. The School for Professional Development courses provided a strong foundation for me to implement best practices in my daily work. The online resources and classes are available for continued education for busy professionals. ICSC education programs, whether onsite or online, are the difference between just surviving and truly thriving in this industry.

Desiree A. Weinandt, CMD
Regional Marketing Manager
J. Herzog and Sons, Inc.
Willmar, MN
United States
Online Learning

Is Online Learning for You?
Online learning is different in many respects from the traditional face-to-face learning we’re all used to, primarily in the way we get our information and how we interact with instructors and classmates. You can plan to spend at least as much time working on assignments and studying as you would with a traditional course, and you’ll be setting your own pace in many instances. Visual, self-directed learners do well at online learning. Lifestyles play a big role in the success of online learners too.

Are You Self-Directed and Motivated?
Most of online learning happens on your schedule. You’ll need to be self-directed and motivated to complete activities on schedule and initiate the communication required to be successful. You’ll be responsible for creating the structure to finish each course.

Are Your Technical Skills Adequate?
Along with having access to a computer with internet, online learners should be comfortable with internet browsing and searching, email, sending and reading attachments, word processing, and sometimes downloading and installing software plug-ins (a normally simple but sometimes intimidating task).

Will You Miss the Social Interaction?
Online learning need not replace face-to-face activities. Online learning can be an integral part of your learning experience, blended with live training or alone. True, absent is the in-person contact – being able to see facial expressions, hear reactions, and speak – but in fact, many online learners say their retention is better and the coursework less intrusive to their overall lifestyle.

Top 5 Reasons to Try Online Learning
Convenience – eliminate time out of the office
Portability – access anytime, on your schedule
Flexible – study at home, work, or on the road
Selection – wide range of choices to meet your needs
Affordable – no travel and lodging expenses

Online Learner Checklist
✓ Self-Directed
✓ Motivated
✓ Comfortable with computers
✓ Able to use email, internet browser
✓ Like to read and write
✓ Inquisitive
✓ Disciplined
✓ Independent
✓ Able to stay on task

Participation in ICSC’s education programs is an essential prerequisite for any individual serious in their pursuit of professional development and advancement in the shopping center industry. ICSC’s unique and practical approach provides top flight instruction, sponsored and delivered by acknowledged industry leaders and subject matter experts, in a mentoring and collaborative style.”

Donald P. Wright
Senior Vice President,
Real Estate & Engineering
Safeway Inc.
Pleasanton, CA
United States
Can’t spare time away from the office to attend classes? The ICSC Online Learning for Shopping Center Management brings the classroom to you. This comprehensive web-based course is custom built for shopping center management professionals worldwide and offers you a guided, one-year independent self-study program. Simply log on and go – whenever and wherever you go online. It’s available for you 24/7. The program offers core concepts together with practical guidance you can put to use immediately. Each unit has its own study guide, multiple review exercises and unit exam to help you test your retention. You will find study aids, formulas, key points, definitions, lists, critical terms, samples and plenty of resources and webliography to ensure a stimulating and productive learning experience. Control your own pace – stop at any point and pick up where you left off the next time you log on.

**COURSES**

**Unit 1: Management Overview**

This unit provides you with an overview of the role and responsibilities of the shopping center manager and how you can increase property value through effective management. The focus is on management’s impact on enhancing center value, the physical maintenance of a property, and the importance of knowledge in all areas of center operations, including finance, retailing, merchandising, leasing, marketing and administrative management.

**Unit 2: Retailing**

This unit focuses on retailing from a management perspective, enabling you to learn through study and your own experiences how to provide the tenant with the assistance and information that may help tenants operate more profitably. Additionally, this unit will assist you in evaluating retailers that are candidates for occupancy in your center, and then allow you to pursue or reject such retailers for your center.

**Unit 3: Insurance and Risk Management**

This unit will give you an overview of risk management and insurance so that you will be able to understand management’s options to apply basic concepts of “risk” toward ensuring your center is adequately prepared to reduce risks, transfer risks or eliminate risks altogether.

**Volume Discount Available**

ICSC Members: Enroll 5 or more from your company at once and pay just $345 per person.
Unit 4: The Lease and Its Language
Gain an understanding of how the lease is developed, a familiarity with the language of lease provisions that becomes the cornerstone for future leases and negotiations, as well as an understanding of how both parties meet their respective ongoing obligations while the lease is in effect.

Unit 5: Leasing Strategies
This unit provides you with an in-depth look at the retail environment, which includes the importance of leasing to a shopping center’s fiscal soundness and an examination of the multiple components of the lease documents. The unit also emphasizes tenant mix and analyzes how to devise leasing strategies to select and pursue tenants that maximize the center’s total retail sales and rent productivity. Specific subjects include lease terms, minimum overage, and percentage rents, performance requirements, tenant improvement allowances, key money, determining market rents, and lease negotiations.

Unit 6: Marketing
This unit will offer the shopping center professional an overview of marketing from both a management and marketing perspective, enabling you to learn through study and your own experiences how all the elements of a marketing plan contribute to a center’s growth.

Unit 7: Finance
This unit gives you an understanding of how effective management helps increase property value by monitoring a center’s financial statements and controlling expenses. Other topics covered include increasing income and properly calculating all forms of rent through the recovery of common area expenses, real estate taxes, and other tenant obligations. These skills will not only enhance your ability to positively impact the center’s value, but also its operations to the benefit of the center itself and its investors.

Unit 8: Maintenance
This unit provides an overview of maintenance from a management perspective. It enables you to learn through study and your own experiences how all the steps in a maintenance program contribute to a well-maintained, safe, and appealing center, which in turn adds value to the center by attracting customers to satisfy the needs of the retail tenants.

Unit 9: Security
This final unit provides you with an overview of security from a management perspective. You will gain an understanding of security issues and tactics to assist you in assessing your own security plan and help you develop a program to fit the requirements of your property, as well as setting operating procedures designed to protect the center and minimize future legal claims associated with maintaining security.

Certificate Program
This is a curriculum-based certificate program. At the conclusion of the Online Learning course, an official ICSC Certificate of Completion is awarded to all participants who successfully complete all nine units of study in a 12-month period.

Recommended Textbooks
ICSC recommends purchasing these eBooks to support this study course.

Available in Chinese
工作中的 ICSC Online 学习计划。在家里。在旅途中。全面的自学计划。9 个单元。管理概述。零售业。保险与风险管理。租赁及其语言。租赁策略。营销。财务。维护。证券。首次在线展示。模仿 ICSC 的 John T. Riordan 学校的专业发展。第一和第二管理学院。全面更新的为期 9 个月的自学课程为您提供学习购物中心管理基础的良好机会并将其运用到日常生活中。功能全面，信息丰富，且易于使用。

Available in Spanish
Are you looking for an easy, on-demand tool to assess your knowledge, or that of your staff? Look no further. These computer based assessments, written and designed by the same industry experts who create questions for ICSC certification exams, are the answer.

A great way to eliminate the guesswork around the expertise of a new employee or determining current workforce knowledge levels, these short exams are also an affordable, accessible study tool for those preparing for ICSC certification. Developed to give potential certification candidates an instant opportunity to learn how the exam questions are structured, these online tests are ideal to highlight the strengths and weaknesses of any industry professional.

- Available by Subject
- Online 24-hour Access
- Includes 30 Questions Each
- Certification Prep from Real Exams
- Immediate Feedback

**CERTIFICATION**
Also available, 15-question multi-subject practice tests patterned after certification exam content outlines.

- CSM ePractice
- CMD ePractice
- CLS ePractice
- CDP ePractice

**quick facts**
- **Dates**
  - Year-Round
- **Format**
  - Online Self Paced
- **Level**
  - Intermediate
- **Location**
  - Anywhere On-Demand
- **Tuition**
  - $25
- **CE Credit**
  - 0.5 ICSC Credit per course
- **Website**
  - www.icsc.org/epractice
Looking for structured online courses that are self-paced, have real examples, and include knowledge assessments to reinforce what you’re learning? Unlike classroom seminars, ICSC Online Education offers easy, anytime access to a growing number of high quality courses available anywhere you have an internet connection. Each 2-3 hour course is available for purchase à la carte. Download or print your personalized certificate upon successful completion.

COURSES
Basics of Operations
Completing this course will give you a greater understanding of the dynamics between different kinds of centers, and the key principles in the lease administration of these centers. Topics include pro rata recoveries, fixed CAM, rent calculation, sales collection, sales and CAM audits, accounting and financial management, insurance and risk management, security, legal considerations, security, sustainability in operations and customer amenities. Includes 30 question educational assessment.

Lease Language and Applications of Law
Completing this course will give you a greater understanding of the basic provisions of a lease document and how legal issues pertain to common applications and concepts. Topics will include letters of intent, general tenant lease form, affirmative covenants between the landlord and tenant, tenant negative comments, bankruptcy and liens. Includes 30 question educational assessment.

CERTIFICATION REVIEWS
CSM – Professionalism in Retail Real Estate Management
Completing this course will give you a greater understanding of the key attributes of industry professionals. The detailed review of the CSM designation will take the mystery out of the ICSC certification process and put you on the fast track to get ICSC Certified. A highlight of the course is the included mock exam patterned after an actual CSM exam which will be graded automatically. This course will help you identify your strengths and weaknesses, discover important testing techniques and develop a targeted study plan if CSM certification is your goal.

CMD – Professionalism in Retail Real Estate Marketing
Completing this course will give you a greater understanding of the key attributes of industry professionals. The detailed review of the CMD designation will take the mystery out of the ICSC certification process and put you on the fast track to get ICSC Certified. A highlight of the course is the included mock exam patterned after an actual CMD exam which will be graded automatically. This course will help you identify your strengths and weaknesses, discover important testing techniques and develop a targeted study plan if CMD certification is your goal.

CLS – Professionalism in Retail Real Estate Leasing
Completing this course will give you a greater understanding of the key attributes of industry professionals. The detailed review of the CLS designation will take the mystery out of the ICSC certification process and put you on the fast track to get ICSC Certified. A highlight of the course is the included mock exam patterned after an actual CLS exam which will be graded automatically. This course will help you identify your strengths and weaknesses, discover important testing techniques and develop a targeted study plan if CLS certification is your goal.

CDP – Professionalism in Retail Real Estate Development, Design & Construction
Completing this course will give you a greater understanding of the key attributes of industry professionals. The detailed review of the CDP designation will take the mystery out of the ICSC certification process and put you on the fast track to get ICSC Certified. A highlight of the course is the included mock exam patterned after an actual CDP exam which will be graded automatically. This course will help you identify your strengths and weaknesses, discover important testing techniques and develop a targeted study plan if CDP certification is your goal.
Online Learning
Shopping Center Study Series

The Shopping Center Study Series is designed as an overview of twelve key issues in the shopping center business. These topics are critical for any professional. Because these topics are also prevalent through ICSC certification exams, the series offers a great opportunity for prospective CSM, CMD, CLS and CDP designees to enjoy content refreshers as they prepare for test day. Filled with broad presentation on retail real estate fundamentals, each 60-minute webinar includes live Q&A, interactive pop-quizzes and recommended readings for further independent study.

- 12 Weekly Webinars
- ICSC Certified Faculty
- Interactive Pop Quizzes
- Glossary of Key Terminology
- Recommended Readings
- Exam Tips & Techniques

Recordings
No need to worry if you have to miss a session. Each webinar is recorded and available for up to 30 days.

Format
All you need to participate is internet access, a computer, and a telephone or speakers.

COURSES
Shopping Center Fundamentals
July 9

Lewis W. Stirling, III, scls, scsm
Stirling Properties

This introductory course will help you understand the basics of the shopping center business. By the end of the course you should be able to:

- Categorize shopping centers by trade area, anchors, concept and acreage
- Describe the key players and structure of the shopping center business plan
- Calculate value creation
- Understand the different functional areas of the business and their interdependence

Ownership, Asset Management & Operations
July 16

Sandra Stone, scmd, scsm
Ivanhoe Cambridge Inc.

In this course, key points are explained and then tested using interactive quizzes. This course will give you the tools to:

- Calculate value with the IRV formula
- Perform the steps of the due diligence process
- Calculate square footage of space as well as retail and restaurant parking requirements

Site Selection & Acquisition
July 23

Drew T. DeWitt, scsm, scls
JPMorgan Investment Management
Global Real Assets – U.S. Acquisitions

This course will focus on four case studies to give you a visual and working understanding of site selection and acquisitions. At the end of the course students should be able to:

- Compare different types of land
- Understand important site selection and acquisition factors
- Create value and return on cost (ROC)
- Align with goals and objectives

quick facts

Dates
July 9 – September 24

Format
Online Instructor-Led

Level
General

Location
Anywhere On-Demand

Tuition
$229 M | $345 NM
[MEMBER SAVINGS $116]

CE Credit
4.0 ICSC Credits

Website
www.icsc.org/2013WB1

ICSC | what’s new? what’s next? what’s possible?
Leasing, Alternative Revenue & Commercialization
July 30

Christopher A. Ressa, CLS
DLC Management Corporation

Course 4 in the series deals with different types of long-term and short-term leasing. You will learn how to:

- Create a center merchandising plan for short- and long-term leasing programs
- Develop a well-researched short-term pro forma
- Research and understand your competitive market and your consumer in these markets
- Work together with all job functions that support the center

Marketing, Promotions & Advertising
August 6

Lisa A. Bell, CMD
General Growth Properties, Inc.

This course will cover different marketing strategies to increase awareness and attract customers to your center. By the end of this course you should be able to:

- Understand the principles and types of public relations
- Write a press release
- Know when to use different advertising mediums
- Understand events and their correlation to community relations

Retailing & Store Planning
August 13

Raymond Silverstein, SCBP, AIA
Limited Brands

In this course, you will learn how important store planning and design are to a retailer’s success. Key topics include:

- Principles of brick and mortar retailing
- Retail financial indicators and ratios and performance measures
- Store design, design phases and key elements

Financial Management
August 20

Rene Daniels, CDP, SCBP, SCMD
Gilad Development, Inc.

This course requires a calculator and reviews key financial formulas including calculation of:

- Value, NOI and EBITDA
- FFO and Net Cash Flow
- Occupancy Costs
- Percentage Rents

Design Principles
August 27

Arturo J. Garcia, CDP, AIA
Constructora Sambil

This course will cover key areas of successful shopping center design. During this meeting you will:

- Review the different vehicles for delivering goods
- Learn how to select a design team
- Know the “20 Questions to Ask Your Architect”
- Examine the phases of designing a great center

Construction Administration
September 3

K. Eugene “Gene” Colley, SCBP
Royal Seal Development, Inc.

This course reviews the principles and phases of shopping center construction from prequalification and selection all the way to occupancy. You will learn about:

- The key players involved in the process
- How to manage the project budget and logistics
- Building systems
- Selection & Requests for Proposals (RFPs)
- Negotiating vs. Bidding

Market Research & Trade Area Analysis
September 10

Carol Sullivan, SCMD
Jones Lang LaSalle

This course explains why shopping centers do market research trade area analysis and how it affects and drives business. Key take-aways include:

- The difference between primary and secondary research
- Market demographics, sales potential and data analysis
- How to measure and use shopping patterns and trends to your advantage

Public Relations & Media
September 17

Angela Herlth Sweeney, SCMD
The Peterson Companies

This course will cover how public relations and media contribute to your center’s success. You will learn:

- The difference between PR and advertising
- The difference between a strategy and a tactic
- How to determine if something is newsworthy and how to pitch a story
- Crisis management strategies

Merchant Relations & Tenant Coordination
September 24

Karen M. Scott, SCBP, SCMD, CSM
Tourist Development & Investment Co.

In the final course of the series, we will explore the dynamics of merchant relations and tenant coordination and how positive management of these relationships contribute to a successful center. The presentation will cover:

- How to look at the center through the eyes of the developer, the retailer and the consumer
- The obvious and the not so obvious signs of trouble
- Formal and informal methods of communication
- How to prevent Landlord and Tenant issues during store design and construction
Short on time but still want to enhance your skills? Our “best practices” interactive webinar series is designed to help you do just that. Join us live as we discuss key topics to make you more effective. Or, if you prefer, you can choose our pre-recorded versions and learn at your own pace.

- Short 1-hour format
- PC and MAC friendly
- Supports multiple browsers, including IE, Safari, Firefox and Chrome
- No software required
- Convenient 24/7 Access
- View from home or office

Live Online Events
Live online webinars are delivered as a streaming event on your computer. You can sit back, relax and interact with your colleagues and presenter through the interactive online tools. Registration is by site, so you participate alone or invite others to join you in your office or conference room. Each webinar includes a live Q & A session at the end of each presentation.

NEW

Recorded Online Events
Don’t want to commit to a set day and time? Choose our pre-recorded webinars to learn at your own pace. Delivered on demand at the time you select, access a growing library of topics. With more than a dozen available today, additional recordings will be added after each live webinar concludes at www.icsc.org/onlineeducation.

COURSES

Analyzing Marketing Trends in 2013
January 16
Alan McKeon
Alexander Babbage, Inc.

What’s your outlook for 2013? Are you prepared for what’s happening to the retail market and to consumers? How will you take advantage of the trends that will drive business in 2013? Sign up now for the Market Trends and Analysis overview webinar and in one hour learn:

- With the election behind us, what’s the real outlook for the U.S. economy?
- What are the hot retail trends for 2013?
- What is the impact of multi-channel retailing – who will be the winners in 2013?
- Who’s still spending – and who is tapped out?
- Where are the growing markets?

Certificate of Insurance for Real Estate Developers Part II
February 13
Mary Pipino-DeMaio
Donald P. Pipino Company, LTD
Cathy Woolley
Lease Abstract Services

Certificates of Insurance (COI) have become one of the most talked about and often times misunderstood areas of insurance and risk transfer. This webinar will expand on the review and interpretation of the COI form, industry issues, and the importance and value of certificates of insurance.
Best Practices for Attracting Retail – Six Proven Steps to Assure Success
April 24
Ivan Baker, CECD, AICP
Village of Tinley Park
Allison J. H. Thompson, CECD, EDFP
City of Cedar Hill
Attracting retail to your community can often seem like walking through a jungle with many unseen pitfalls such as high competition and poor research. Join us for this webinar to learn six proven steps that will assist you in successfully attracting quality retail development. This presentation will be delivered by two experienced and Certified Economic Developers from the Dallas and Chicago metro areas that have proven methods and ideas to enhance your community.

Developing a Property Efficiency Scorecard
May 15
George Caraghiaur, LEED AP
Simon Property Group
This webinar will explore the development of retail real estate property scorecards for professionals that can be used to benchmark and improve sustainability performance of their retail portfolios. This webinar will also identify resource efficiency opportunities that will provide a portfolio benchmarking tool and Shopping Center Sustainability Guidelines.

Marketing for Legal Professionals: Is There a Magic Wand?
July 24
Jeff Newman, ESQ
Sills Cummins & Gross PC
All legal marketers have a magic wand. Non-marketers don’t know they have a wand. The wand is waved when we write articles, give speeches and presentations, and just simply pick up the telephone and follow up with prospects. One wave of the wand just won’t do it...it takes several waves. Learn how to wave your wand and convert those touches into new business.

Key Measurements to Analyze Your Retail Real Estate Investment’s Performance
August 21
Cynthia C. Shelton, CCIM, CRE, CIPS
Colliers International
This webinar will focus on financial metrics needed to make informed retail real estate investment decisions. This session will review components of the real estate cash flow model and present both static and dynamic investment performance indicators such as:
- Capitalization rate
- Internal rate of return
- Net present value
- Gross rent multiplier
- Before tax cash on cash

Facebook: Making It Click for Bricks
September 16
Beth Mayo
Stephanie Shriver-Engdahl, CMD
Forest City Enterprises
Join us for a webinar designed to take your basic understanding of Facebook to the next level. We will discuss best practices and examples of successful case studies for driving traffic to your shopping center and retailers as well as explain how to use analytics to measure your success.

Twitter: Making It Click for Bricks
September 18
Beth Mayo
Stephanie Shriver-Engdahl, CMD
Forest City Enterprises
Join us for a webinar designed to take your basic understanding of Twitter to the next level. We will discuss best practices and examples of successful case studies for driving traffic to your shopping center and retailers as well as explain how to use analytics to measure your success.

Pinterest: Making It Click for Bricks
September 20
Beth Mayo
Stephanie Shriver-Engdahl, CMD
Forest City Enterprises
Join us for a webinar designed to take your basic understanding of Pinterest to the next level. We will discuss best practices and examples of successful case studies for driving traffic to your shopping center and retailers as well as explain how to use analytics to measure your success.

Reconciling Rents When Your Tenant Wants to Pay Less
October 23
Robert E. Young, Jr.
The Weitzman Group
Being a property landlord has various challenges. If tenants are properly screened, they typically are more likely to pay rent on time. Regardless of the best tenant and in some cases tenants experience financial hindrances that make it difficult to meet rent responsibilities. Join us for this webinar to explore different ways landlords can reconcile rents, including legal methods that enable you to operate at the maximum efficiency.

Leasing Space in Difficult Places
December 11
Sigurd Anderson, SCLS
City Center Realty Partners, LLC
In the world of leasing there are many proven methods to ensure that the proper space is being leased with the appropriate tenant. Many leasing professionals often have a particular space that seems more difficult to lease for whatever reason. Explore ideas on how to lease space in difficult places:
- Is your space really unleasable? Sometimes, but usually not.
- It’s not always about rate – what else is there?
- What are options for physical change (signage, access, etc.)?
- What are options for alternate uses?
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Founded in 1957, the International Council of Shopping Centers (ICSC) is the global trade association of the shopping center industry. Its 55,000 members in the U.S., Canada and more than 80 other countries include shopping center owners, developers, managers, marketing specialists, investors, lenders, retailers and other professionals as well as academics and public officials. As the global industry trade association, ICSC links with more than 25 national and regional shopping center councils throughout the world.

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