

Professional Certification Programs

Excellence in Global Retail Real Estate



With 6,000 designees in more than 50 countries,
discover how ICSC can help you succeed.



CERTIFIED

Do More.

Professional Certification Programs

CSM®
Management



CMD®
Marketing



CLS®
Leasing



CDP®
Development, Design & Construction





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*Whether you
think you can
or you can't...
you're right!"*

Henry Ford

General Information



Feedback from the industry is clear – Certification is invaluable! Since its inception 40 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 give special recognition to 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.

It's Time to Become ICSC Certified!

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. 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 world-wide. 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 50 countries to date.

- 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
- Expand global networking opportunities
- Embrace lifelong learning

Certification Specific to Your Job

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 role you perform. Through successful completion of the application, eligibility, candidate agreement and passage of a rigorous written examination, ICSC Professional Certification is available in four sectors. So, what's your specialty?

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

Affordable Exam Fees

ICSC Professional Certifications are accessible to all qualified professionals in the retail real estate industry regardless of ICSC membership status. However, ICSC member benefits include a significant discount off the standard fee. The non-refundable processing fee for a candidate's eligibility application is \$95 for ICSC members (\$195 for non-members). In addition, the fee for each exam appointment is \$395 for ICSC members (\$795 for non-members).



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 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.

Convenient Exam Locations

The number of secure test sites has increased to more than 400 globally, increasing convenience and reducing travel time and costs. Candidates will take their exam in a professional, environmentally controlled site managed by our industry-leading exam delivery provider, Prometric.

Flexible Exam Dates

All exams are administered during approved testing windows. Applicants select a date and time that fits their schedule. Appointments are available on a first-come, first served basis so apply early.

Professional Certification exams are offered three times a year:

2012 Exams	Application Deadline	Appointment Window
Window #1	February 10	March 10-18
Window #2	May 25	June 23-30
Window #3	September 14	October 13-21



	CSM	CMD	CLS	CDP
Option #1: Experience	4+ years	4+ years	4+ years	5+ years
Option #2: Experience + School for Professional Development	3+ years & Management Institutes I & II	RECOMMENDED 3+ years & Marketing Institutes I & II	3+ years & Leasing Institutes I & II	3+ years & Development Design & Construction Institute
Option #3: Experience + Other	3+ years & Online Learning for Shopping Center Management		3+ years & Active Real Estate License	

Immediate Results

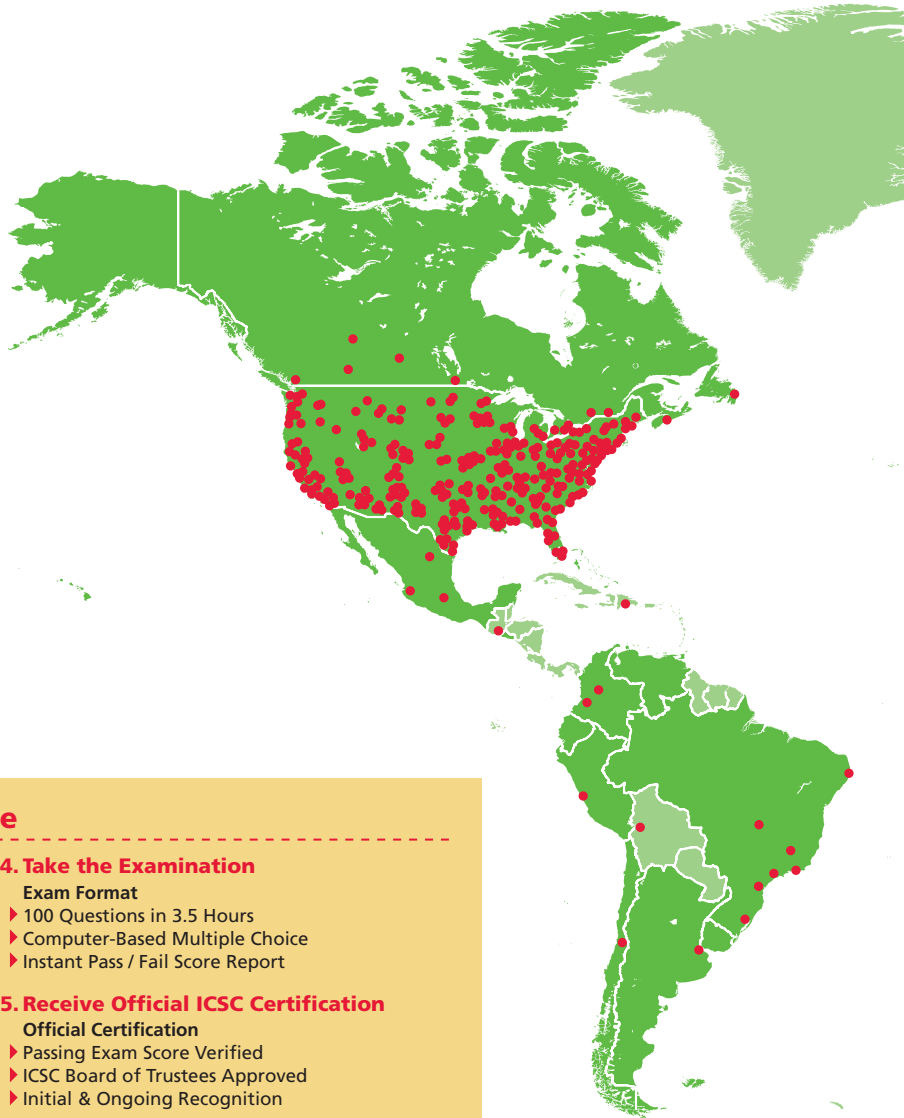
The wait for exam results is over. Using a computer based format, preliminary results are available immediately upon completion of the exam so candidates leave the test site knowing how well they performed. Official confirmation of results is provided approximately 30 days after the exam window closes.

One World, One Certification



“Your commitment to adhere to a code of ethics strengthens your business relationships, reinforces your professional credibility and ultimately benefits our entire industry.”

*Mario Castro Frias, SCDP, SCLS, SCMD, SCSM
Chairman
Shopping Centers Solutions
& Management
Miranda, Venezuela*



Certification Process At-A-Glance

1. Complete a Candidate Application

Access Online

- ▶ Go to www.icsc.org/certified
- ▶ Submit Application Fee \$95M | \$195NM
- ▶ Submit Exam Appointment Fee \$395M | \$795NM

Experience

- ▶ Provide 6-year Employment History
- ▶ Provide Supervisor Contact Info
- ▶ Demonstrate Qualifying Work Experience

Ethics

- ▶ Provide Contact Info of Two References
- ▶ Agree to Code of Ethics & Pledge
- ▶ Consent to Certificant Agreement

2. Schedule Exam Appointment

Eligibility Confirmed

- ▶ Receive Eligibility Notice
- ▶ Select a Testing Center
- ▶ Schedule Exam Appointment

3. Develop a Personal Study Plan

Education & Study

- ▶ Review Specifications Blueprint
- ▶ Master Specified Body of Knowledge
- ▶ Take an ePractice Test (optional)

4. Take the Examination

Exam Format

- ▶ 100 Questions in 3.5 Hours
- ▶ Computer-Based Multiple Choice
- ▶ Instant Pass / Fail Score Report

5. Receive Official ICSC Certification

Official Certification

- ▶ Passing Exam Score Verified
- ▶ ICSC Board of Trustees Approved
- ▶ Initial & Ongoing Recognition

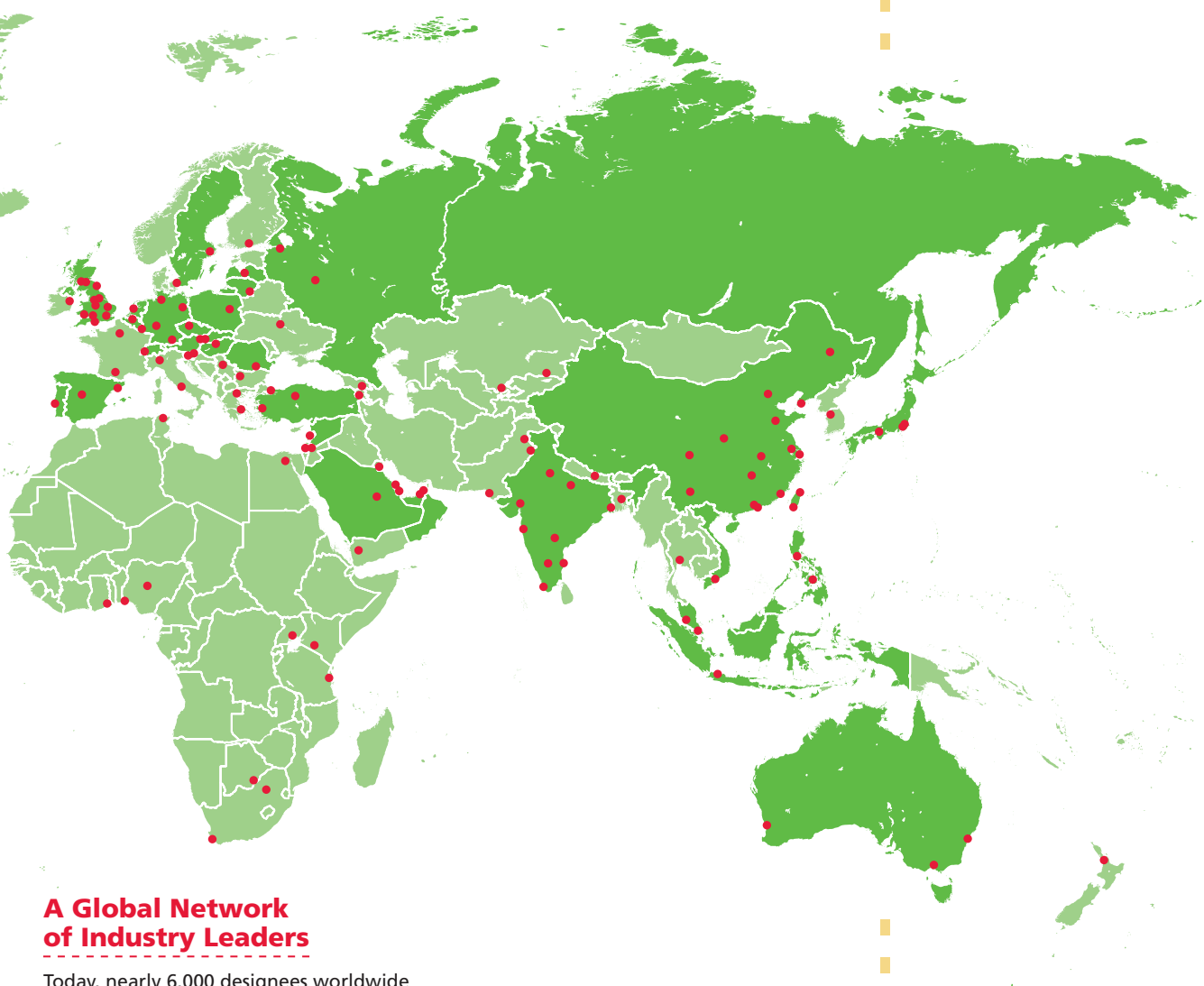
6. Enjoy Being ICSC Certified

Senior Maintenance Program

- ▶ Education, Recognition & Service
- ▶ Earn 10 Professional Development Points
- ▶ Apply for Recertification Every 3 Years

Designee-Only Benefits

- ▶ Connect to Global Network
- ▶ Press Releases Announce Your Accomplishment
- ▶ Celebratory Events



A Global Network of Industry Leaders

Today, nearly 6,000 designees worldwide in 50 countries are ICSC Certified.

Global Exam Format Available

North American Practices and Global Practices Exams lead to the same certification. North American Practices Exams test information that is common to shopping centers in the U.S. and Canada. This includes terms in square feet and dollars, law and insurance practices and seasonal retail practices. Choose a Global Practices format to include terms such as square meters, Euros and practices common to shopping centers outside of North America.

Global Testing Centers

In addition to over 280 authorized testing centers throughout the U.S. and Canada, ICSC is pleased to offer the retail real estate industry's leading certification examinations worldwide at these global testing centers including 10 locations in Africa, 19 locations in Latin America, 50 locations in Europe and 51 locations in Asia.

■ Countries with ICSC Certified designees

● Testing Centers

2012 Admissions & Governing Committees

CDP

Ronald A. Altoon, SCDP, FAIA, LEED AP
Altoon + Porter Architects, LLP

Jo Ann Armenta, SCDP, SCLS, SCMD, SCSM
Inland Diversified RE Services

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Construtora Planigrupo, S. A.

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

Sean T. Cutt, SCDP
Macerich

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Donald P. Davis, CDP
VCC, LLC

Stephen E. Gallant, SCDP
JoS. A. Bank Clothiers, Inc.

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Brett G. Schafer, SCDP
OptiProp Asset Management Ltd

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SIKON Construction Company LLC

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

Raymond Silverstein, SCDP, AIA
Limited Brands

Martha Spatz, SCDP
Development Management Associates

Larry M. Spott, SCDP
The Rappaport Companies

John R. Thornton, SCDP
C.W. Driver Contractors

Richard H. Tilghman, CDP
Pepper Construction Company

James F. Tinkum, SCDP
Retail Development, Design and Construction Consulting

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LA Fitness International, LLC

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Simon Property Group

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MacKenzie Goulais Inc.

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American Kiosk Management

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Diana S. Milligan, SCLS
Taubman Centers

Lisa Morrison, SCLS
Tanger Factory Outlet Centers, Inc.

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Coldwater Creek, Inc.

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Anita Saleh
Taubman Centers

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Craig Realty Group

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Donahue Schriber

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Genesco, Inc.

Hedy Veverka, SCLS
Madison Marquette

Celia A. Wing, SCLS
Sephora USA, Inc.

CMD

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AWE Talisman

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Combined Properties, Inc.

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Edan Gelt, SCMD
The Harlem Irving Companies, Inc.

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

Dawn Marie Lecklikner, SCMD, RPA
DDR Corp.

Pam Longbine, SCMD
BLEND Marketing

Michaela A. Marraffino, SCMD
Forest City Enterprises

Tara M. Martin, CMD
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Cherilyn Megill, SCMD
Inland Western Retail Real Estate Trust, Inc.

Elizabeth A. Napoli, SCMD, SCSM
MC & M LTD

Robin R. Raiford, CMD
Aronov Realty Management, Inc.

Kymberley Scalia, SCMD
Coyote Management, LP

Katharine Smith, SCMD
Kravco Company LLC

Shavak Srivastava, SCMD
SQ. FT. Consulting

Angela Herlth Sweeney, CMD
The Peterson Companies

Judith G. Trias, CMD
PREIT

Andrea Tushingham, SCMD
Morguard Investments Limited

Nancy R. Walters, SCMD
Very Special Events

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Avijit Yadav, CMD
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Brooke G. Emery, CPM, CMD, CSM
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Kenneth Gillett, SCSM
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Thomas W. Guerra, SCSM
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Daniel M. Jones, CSM
Taubman Centers

John S. Koklinchak, SCLS, SCSM
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Tina A. Marshall, CSM
Edens & Avant

Armand Mastropietro, CSM
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Elizabeth R. Schreiber, SCSM
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Stirling Properties

Sandra Stone, SCMD, SCSM
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Joseph C. Szymaszek, SCSM
Turnberry Associates

Chuck Taylor, SCSM, SCLS
Madison Marquette

Sarah M. Vasquez, SCSM
Westfield Corporation, Inc.

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 keep proper financial and other records in accordance with good business practices and professional standards.
- 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.



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.

- 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.



“Your commitment to adhere to a code of ethics strengthens your business relationships, reinforces your professional credibility and ultimately benefits our entire industry.”

Suzanne Cayley, CLS
Vice President,
Specialty Leasing
Ivanhoe Cambridge Inc.
Toronto, ON



Management ► CSM



ICSC established the CSM (Certified Shopping Center Manager) credential in 1971 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, successful completion 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 enjoy unparalleled opportunities for industry involvement and industry-wide recognition.

Designees demonstrate competence – indeed mastery – of shopping center management topics such as:

- Ownership Structure
- Asset Management
- Development
- Retailing
- Long-term Leasing
- Short-term Occupancy
- Facilities Management
- Center Operations
- Marketing & Promotions
- Insurance & Risk Management
- Security & Public Safety
- Human Resource Management
- Lease & Contract Administration
- Accounting & Financial Reporting

Who Should Apply

- Shopping center managers with four years of experience and a broad knowledge of shopping center management principles to effectively manage all types of shopping centers.

- Corporate or regional professionals who oversee the management functions of one or more shopping centers.

2012 CSM Exam Content Blueprint

North American Practices

This exam content outline was derived from an extensive study that defined the knowledge and experience needed for a qualifying candidate working primarily in North America to hold the CSM designation.

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)



“As the shopping center industry moves from a development orientation to one centered around asset management, it is essential for managers and marketing personnel to enhance center value – both in terms of current results and over time.”

Kenneth Gillett, scsm
Vice President
Property Management
Macerich
Lakewood, CA

2.7.3 Pro forma (e.g., purpose, preparation, comparisons)

2.7.4 Budgeting, forecasting and variance reporting

2.7.5 Internal controls, enforcement

2.7.6 Accrual v. cash basis accounting

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. prorata 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 prorata 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 material, 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., superregional, 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, mark downs, 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/same-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 Leasing agents (e.g., cost, legal documents, brokers/tenant representation)

Domain 7: Short-term occupancy and alternative revenue – 6%

7.1 Retail merchandising unit [RMU] and short-term in-line occupancy

7.2 Short-term license fees vs. long-term rent (e.g., impact on expense recoveries and net operating income [NOI])

7.3 Impact on retail sales of long-term tenants

7.4 Prospecting for short-term merchants (e.g., competitive analysis, literature review, canvassing, site visits, cold calls)

7.5 Miscellaneous income (e.g., leasing storage space, parking lot events, sampling, malls as media)

7.6 Sponsorship and partnership income

7.7 Transition from short-term to long-term tenancy (e.g., incubation)

Domain 8: Operations/Physical Facilities Management – 20%

8.1 Tenant coordination/building

8.1.1 Tenant coordination process (e.g., objectives, design criteria, manual, tenant plan review, schedule management, landlord workletter/correspondence)

8.1.2 Building codes

8.1.3 Reviewing technical drawings (e.g., building contract drawings, construction drawings, as-builts)

8.1.4 Coordination with local municipalities

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 Terminology and working knowledge (including costs)

8.5.1 Heating, ventilating and air conditioning (HVAC) (e.g., rooftop units, central plant, chiller, cooling tower, boiler/furnace)

8.5.2 Structural building systems

8.5.3 Roof/skylight

8.5.4 Fire protection

8.5.5 Electrical

8.5.6 Plumbing

8.5.7 Interior and exterior lighting

8.5.8 Emergency response systems

8.5.9 Energy management systems

8.5.10 Vertical transportation

8.5.11 Parking lots and parking structures

8.5.12 Sidewalks

8.5.13 Interior and exterior landscaping

8.5.14 Equipment (e.g. vehicles, compactors, lifts, communications, office equipment)

8.5.15 Housekeeping

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 Terminology, working knowledge and cost:

9.1.7.1 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)

Domain 10: Security, Risk Management, Insurance and Law – 15%

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, 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 & 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/70meetings)

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

10.4.3 Defaults 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, estoppels, 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

View 2012 CSM Exam Blueprint for Global Practices online at www.icsc.org/certified



ICSC established the CMD (Certified Marketing Director) credential in 1981 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, successful completion 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 enjoy unparalleled opportunities for industry involvement and industry-wide recognition.

Designees demonstrate competence – indeed mastery – of shopping center marketing topics such as:

- Customer Relationship Management
- Research & Analysis
- Marketing Plan Implementation
- Retailing & Sales Development
- Advertising & Media
- Public & Community Relations
- Alternative Revenue
- Evaluation Methods
- Leasing Fundamentals
- Center Valuation
- Center Operations
- Administration & Finance
- Legal & Risk Management

Who Should Apply

- Marketing directors with a broad knowledge of marketing principles who have the ability to effectively market all types of shopping centers.
- Retail real estate professionals who oversee the total marketing function of a shopping center.

- Corporate or regional professionals who oversee the marketing function of one or more shopping centers.

2012 CMD Exam Content Blueprint

This exam content outline was derived from an extensive study that defined the knowledge and experience needed for a qualifying candidate to hold the CMD designation.

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)



“Whatever the economists say, the winds have shifted in the development and tenanting side of retail and strategic marketing plays a vital role in economic growth and recovery.”

Nancy R. Walters, SCMD
President
VSE
San Diego, CA

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, discounter)

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 v. 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, 5.4 certificates of insurance, indemnification)

View 2012 CMD Exam Blueprint for Global Practices online at www.icsc.org/certified.



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 long-term or short-term center 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, successful completion 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 enjoy unparalleled opportunities for industry involvement and industry-wide recognition.

Designees demonstrate competence – indeed mastery – of shopping center leasing topics such as:

- Trade Area Analysis
- Tenant Prospecting
- Merchandise Mix
- Long-term Leasing Principles
- Short-term Occupancy
- Lease Administration
- Contract Negotiation
- Construction Process
- Construction
- Tenant Coordination
- Retailing
- Financing
- Operations Fundamentals
- Marketing Fundamentals

Who Should Apply

- A leasing agent with responsibility for leasing shopping centers as an employee representative.
- A retail professional with responsibility for short term leasing, specialty leasing and/or alternative revenue.

- A leasing professional with responsibility for negotiating space as an agent in a shopping center for an owner or tenant.
- Corporate or regional professionals who oversee the leasing function for one or more shopping centers.
- A retail executive involved in the real estate function with responsibility for leasing space in shopping centers.

2012 CLS Exam Content Blueprint

This exam content outline was derived from an extensive study that defined the knowledge and experience needed for a qualifying candidate to hold the CLS designation.

Domain 1: Development and Market Research Fundamentals – 10%

- 1.1 Market planning and analysis
- 1.2 Competition/void analysis
- 1.3 Trade area (catchment area) analysis
 - 1.3.1 Demographics
 - 1.3.2 Psychographics/lifestyle preferences
 - 1.3.3 General merchandise, apparel, furniture & 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
- 2.5 Economics of total occupancy costs (TOC)
 - 2.5.1 Minimum rent/percentage rent/fee
 - 2.5.2 Additional rents/fees (e.g., common area maintenance (CAM), real estate taxes, insurance, marketing, utilities)
 - 2.5.3 Pro rata/triple net recoveries
 - 2.5.4 Gross rent/fees
- 2.6 Remerchandising
 - 2.6.1 Tenant Retention
 - 2.6.2 Renewal
 - 2.6.3 Re-leasing
 - 2.6.4 De-leasing
 - 2.6.5 Incubation
 - 2.6.6 Lease/license buyout
- 2.7 Brokers/tenant representatives

Domain 3: Long-term Leasing – 10%

- 3.1 Long-term leasing prospecting
- 3.2 Pad/freestanding/outlot
 - 3.2.1 Ground lease
 - 3.2.2 Sale
 - 3.2.3 Build-to-suit/reverse build-to-suit
- 3.3 Proposal/letter of intent (LOI)
- 3.4 Tenant improvement (TI) allowance
- 3.5 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 Kiosk
 - 4.2.3 In-line
 - 4.2.4 Parking lot
 - 4.2.5 Freestanding
 - 4.2.6 Static display
 - 4.2.7 Storage
 - 4.2.8 Advertising
 - 4.2.9 Sponsorship

4.2.10 Events (for traffic building and generating non-rental income)

4.2.11 Rooftop

4.2.12 Vending

4.3 Setting fees (short-term “rents”)

4.4 Short-term leasing prospecting

4.4.1 Qualifying the merchant

4.4.2 Negotiation

4.5 Common area limitations

4.6 Visual merchandising

4.6.1 Understanding the basics

4.6.1.1 Pyramiding

4.6.1.2 Color blocking

4.6.1.3 Theme

4.6.1.4 Visual appeal

4.7 Operations – 1%

4.7.1 Tenant coordination

4.7.2 Coordination with on-site management/property team

4.7.3 Enforce standards, rules and regulations (e.g., signage, trash, conduct, solicitation)

4.8 Securing sponsorship, advertising and events

4.8.1 Pricing elements

4.8.2 Terminology (e.g., gross impressions, cost per thousand [CPM])

4.8.3 Production

4.8.4 Tracking

4.8.5 Marketing, advertising and public relations agencies

Domain 5: Legal – 13%

5.1 Lease/license terminology

5.1.1 Permitted use clause

5.1.2 Opening/operating covenants

5.1.3 Assignment and subletting

5.1.4 Restrictive covenants

5.1.4.1 Co-tenancy

5.1.4.2 Radius

5.1.4.3 Exclusives

5.1.4.4 Common area restrictions

5.1.5 Subordination/non-disturbance

5.1.6 Relocation

5.1.7 Recapture rights

5.1.8 Insurance and indemnification

5.1.9 Term (time frame)

5.1.9.1 Commencement

5.1.9.2 Options

5.1.9.3 Holdover

5.1.10 Repair and maintenance, and self-help

5.1.11 Gross sales/revenue

5.1.12 Subordination

5.1.13 Termination rights

5.1.14 Waiver/release

5.1.15 Sales audits

5.1.16 Common area maintenance (CAM) audits

5.1.17 Leased vs. leasable area

5.2 Defaults and remedies

5.2.1 Reasons for default

5.2.2 Remedies

5.2.3 Eviction

5.2.4 Bankruptcy protection

5.3 Other legal concepts

5.3.1 Reciprocal easement agreement [REA]

5.3.2 Operating expense agreements [OEA]

5.3.3 Guarantor

5.3.4 Business license

5.3.5 Licensed merchandise

Domain 6: Design and Construction – 9%

6.1 Terminology (e.g., lease outline drawing [LOD], as-built plans, computer aided design [CAD], vanilla shell, cold dark shell, construction drawings, turnkey, heating, ventilation and air conditioning [HVAC], and sustainability compliance standards such as Leadership in Energy and Environmental Design [LEED], Building Research Establishment Limited's Environmental Assessment Method [BREEAM] and Green Globes)

6.2 Environmentally accepted practices

6.3 Pricing and costs

6.3.1 Tenant improvement (TI)

6.3.2 Landlord work

6.4 Construction process

6.4.1 Condition of premises

6.4.2 Division of responsibility

6.4.3 Construction, design and sign criteria (landlord)

6.4.4 Prepare and submit tenant's plans

6.4.5 Landlord approval

6.4.6 Government regulatory approval/permitting

6.4.7 Bid/build/inspect/open

6.4.8 Labor unions

Domain 7: Retailing – 13%

7.1 Mathematics of retailing (e.g., markup, markdown, margins, trade discount, cash discount, stock/inventory turns)

7.2 Terms and definitions (e.g., loss leader, pop-up retail, shrinkage, buyer conversion, average unit retail [AUR], stock-keeping unit [SKU], average transaction [average trans], point of sale [POS]/point of purchase [POP], radio frequency identification [RFID])

7.3 Categorization of retail stores

7.3.1 Merchandise type

7.3.2 Ownership type (e.g., independent, regional, national, global, publicly owned/traded)

7.4 Multi-channel retailing (e.g., stores, e-commerce, on-line retailing, warehouse clubs, catalogs, television, smartphone)

7.5 Retailer financial statements and metrics

7.5.1 Income statement/profit and loss (P&L)

7.5.2 Balance sheet

7.5.3 Statement of cash flow

7.5.4 Financial ratios (e.g., quick ratio)

7.6 Occupancy cost-to-sales ratio

7.7 Retailer's brand strategy and business plan

7.8 Sales performance by type of retailer

7.9 Supply chain management

7.10 Retailer seasonality (e.g., sales planning, advertising, merchandising)

Domain 8: Finance – 10%

8.1 Setting budgets

8.1.1 Income

8.1.2 Expenses

8.2 Reforecast

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

Development, Design & Construction ► CDP



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, successful completion 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 enjoy unparalleled opportunities for industry involvement and industry-wide recognition.

Designees demonstrate competence – indeed mastery – of shopping center development, design and construction topics such as:

- Site Selection & Acquisition
- Design Phases
- Construction Process
- Contract Documents
- Sustainability
- Project Scheduling and Phasing
- Safety Management
- Construction Management
- Retail Store Planning
- Tenant Coordination
- Codes, Rules and Regulations
- Project Cost Management
- Legal & Insurance
- Business Ethics

Who Should Apply

- Commercial architects actively engaged in the design of retail real estate.
- Engineers and general contractors actively engaged in the construction of retail real estate.
- Facilities managers actively engaged in retail store planning
- Professionals representing an independent contractor, retail organization or property owner in the development and/or redevelopment of retail real estate.

2012 CDP Exam Content Blueprint

This exam content outline was derived from an extensive study that defined the knowledge and experience needed for a qualifying candidate to hold the CDP designation.

Domain 1: Pre-Development – 20%

- 1.1 Retail – basic knowledge (e.g., regional centers, mixed use, basic layout, etc.)
- 1.2 Site selection & acquisition
- 1.3 Typical lease language for tenant buildout and landlord requirements
- 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



“When I meet someone with their CDP, I know they are of the highest caliber with industry training, experience and expertise matched only by their commitment to the industry.”

Stephen E. Gallant, SCOP
Vice President Facilities Development
JoS. A. Bank Clothiers, Inc.
Hampstead, MD



Development, Design & Construction ► CDP

Domain 2: Design – 20%

- 2.1 Design phases (basic and additional services)
- 2.2 Construction documents & 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 & post-construction activities)
 - 3.1.1 Pre-qualifications
 - 3.1.2 Pre-bid & bid phases
 - 3.1.3 Contract award phase
 - 3.1.4 Pre-construction
 - 3.1.5 Mobilization & 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

The ICSC Difference



All ICSC Professional Certification exams are valid and reliable. Validity means that the exams are proven to measure what they are supposed to measure. Reliability is an index of how accurately the exam measures a candidate's skills. A test must be both valid and reliable to be considered a well-developed exam.

ICSC contracts with a test development firm, Prometric, to administer our exam development, construction and delivery. Together, we ensure ICSC certifications validate knowledge levels and skill sets to prove job capabilities.

Prometric is the recognized global leader in technology-enabled testing and assessment services. Prometric has more than four decades of comprehensive experience in the credentialing, testing, licensure and assessment industries, giving us a level of knowledge and understanding about the necessary elements and attributes of a successful credentialing program that is beyond compare.

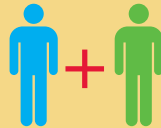
Founded in 1957, the International Council of Shopping Centers (ICSC) is the global trade association of the shopping center industry. Its 55,000 members in the U.S., Canada and more than 80 other countries include shopping center owners, developers, managers, marketing specialists, investors, lenders, 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.

Since its inception over 40 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 give special recognition to a global network of leading retail real estate professionals.

Global Exam Development Process

1. Practice Analysis

Prometric psychometricians work with ICSC's panel of experts.



2. Item Development

It's more than simply writing questions. Each exam item must be psychometrically sound and legally defensible.



3. Test Design and Construction

Prometric composes exams that are analyzed in a beta test and administered in multiple forms to preserve security.



4. Psychometric Analysis

A robust team of psychometricians ensures exams meet design objectives, market requirements and legal standards.



5. Administration

All exams are administered with the highest standards of security, integrity, accuracy and consistency.



6. Scheduling & Registration

Always-on, always available, online system allows candidates to make individual exam appointments.



7. Security

The highest level of security and ID verification protects exam items and results.



8. Scoring

Exams are delivered by computer in a multiple choice format, graded automatically, with instant reporting of Pass or Fail.





Paperless Application Center

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.

Testing Center Regulations

Failure to follow center regulations can prevent you from testing and will forfeit your appointment and exam fee.

1. Plan to arrive 30 minutes before your scheduled appointment time. You may have to forfeit your appointment if you arrive more than 30 minutes late.
2. You will be continuously monitored by video, physical walk-throughs and the observation window during your test. All testing sessions are video and audio recorded.
3. You must present valid (unexpired) and acceptable ID(s) in order to take your test. Acceptable IDs are original, non-expired (valid), photo-bearing, signature-bearing, and government-issued. If the primary ID presented does not have or require a signature, the authorized testing center will request a second ID that does contain a signature. The signature ID must also have the examinees name pre-printed.
4. The name on your ID must match your name on file with ICSC under which you applied for certification.
5. You are required to sign out on the test center roster each time you leave the test room. You must also sign back in and show your ID to the Test Center Administrator (TCA) in order to be re-admitted to the test room.
6. You are prohibited from communicating, publishing, reproducing, or transmitting any part of your test, in any form or by any means, verbal or written, for any purpose.
7. You must not talk to other candidates or refer to their screens, testing materials, or written notes in the test room.
8. You must not use written notes, published materials, or other testing aids.
9. You are allowed to bring soft ear plugs or center-supplied tissues in the test room.
10. Any clothing or jewelry items allowed to be worn in the test room must remain on your person at all times. Removed clothing or jewelry items must be stored in your locker.
11. With the exception of an approved calculator, you must not bring any personal/unauthorized items into the testing room. Such items include but are not limited to: outerwear, hats, food, drinks, purses, briefcases, notebooks, pagers, watches, cellular telephones, recording devices, and photographic equipment. Lockers will be provided for personal belongings.
12. Weapons are not allowed at any Prometric Testing Center. You will be asked to empty and turn your pockets inside out prior to every entry into the test room to confirm that you have no prohibited items. You will be scanned with a metal detector wand prior to every entry into the test room. If you refuse, you cannot test.
13. Scratch paper will be provided upon request at the testing center. You must return all materials issued to you by the TCA at the end of your test.
14. You will receive one 15 minute break during your exam. The TCA can inform you what is specifically permitted during these breaks.
15. You must conduct yourself in a civil manner at all times when on the premises of the testing center. Exhibiting abusive behavior towards the TCA, or any other staff member of the test center, may result in criminal prosecution.
16. To protect the privacy of all testers, the TCA can neither confirm nor deny if any particular individual is present or scheduled at the test center.
17. Persons not scheduled to take a test are not permitted to wait in the test center.

Getting Started

Go to www.icsc.org/domore and click **Apply Now**.

Step 1: Personal Information

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

Questions marked as ★ are required and must be completed.

Step 3: Work Experience

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

One year of experience may be substituted by successful completion of Institutes from the John T. Riordan School for Professional Development. Experience and/or education used must be obtained within 6 years of application.

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: Application

Optional supporting documentation such as a resume or transcript may be attached to your application. Please click **Submit** only once when you are ready to complete your application make your payment.

Step 8: Submit Payment

When your application and payment has been successfully submitted, you will receive two forms of confirmation, a verification message on your screen AND a 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.

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.

Quick Tips

► If you are not logged in, you will be prompted to do so.

Select your application form.

► Ensure you are logged in under your own name which should appear in the upper right hand corner of the screen.

Start a new application.

► Click **Apply Online** in the bottom right corner when you are ready to begin.

Continue an existing application.

► If you are returning to an application you started, you will find your saved form under the heading **Applications to Continue**.

Get familiar with navigation tools.

► As a general rule, you will find your navigation buttons toward the bottom of each screen. Move back and forth between pages using the **Previous Page** and **Next Page** buttons. Found at the bottom of each screen, click **Save** frequently to save your answers. Using the **Save** button, you may leave the application and continue again without losing any content. Click **Delete** if you want to discard the application you are working on.



Senior Maintenance Program



“Earning the SCSM and SCLS designations has opened doors for my career growth and also provides 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.”

John S. Kokinchak, SCSM, SCLS
Senior EVP & Chief
Administrative Officer
DDR Corp.

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 certifica-

tion 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.

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., Fusion Conference, CenterBuild, Finance for NonFinancial 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). (Maximum of 3.0 credits allowed for each 3-year period.)
A5	4.0 credits each	Completion of ICSC Institute programs (Management I, II, Marketing I, II, Leasing I, II, Development, Design and 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.
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. Maximum of 2.0 credits allowed.)
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. Maximum of 3.0 credits allowed.)
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). (Maximum of 4.0 credits allowed.)
A11	1.0 credit each	Approved and verifiable self-study or online courses (e.g., ABC, AGC, AIA, IREM, NCIDQ, USGBC, World Wide Learn). (Maximum of 3.0 credits.)
A12	1.0 credit each	Continuing education courses for maintenance of another certificate or license. (e.g., AIA, CCIM, CMAA, CPM, P.E. contractor's license, PMI). (Maximum of 3.0 credits allowed.)
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). (Maximum of 4.0 credits allowed.)

Industry Service

B1	2.0 credits each	Year of service as a member of the ICSC Board of Trustees.
B2	2.0 credits each	Year of service as a chairman of any ICSC board-appointed committee or task force (e.g., Government Affairs, Law Committee, PAC).
B3	1.0 credit each	Year of service as a member of any ICSC professional designation committee (CSM, CMD, CLS or CDP). (Maximum of 3.0 credits allowed.)
B4	2.0 credits each	Year of service as ICSC Division, State or Province Officer.
B5	1.0 credit each	Year of service as a member of any ICSC committee (e.g., program planning committee, awards judging committee). (Maximum of 3.0 credits allowed.)
B6	3.0 credits each	Year of service as a chairperson of an ICSC awards program or certification committee. (Maximum of 6.0 credits allowed.)
B7	4.0 credits each	Year of service as a chairperson at any ICSC convention or conference. (Maximum of 8.0 credits allowed.)
B8	1.0 credit each	Service as an appointed facilitator, panelist or speaker at any ICSC event.
B9	1.0 credit each	Service as a chairperson for any ICSC Idea Exchange or local meeting.
B10	0.5 credit each	Service as a roundtable facilitator or instructor of a Test Review at any ICSC event.
B11	2.0 credits each	Participation in an ICSC certification subcommittee (e.g., examination item writing, cut score determination.)
B12	2.0 credits each	Service as an instructor at the ICSC John T. Riordan School for Professional Development, University of Shopping Centers or other ICSC education program.
B13	3.0 credits each	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.)
B14	4.0 credits each	Sole authorship of any book relevant to retail real estate or parallel industry, with ICSC or other publisher.
B15	2.0 credits each	Authorship of any white paper or chapter of a book relevant to retail real estate or parallel industry.
B16	1.0 credit each	Authorship of an article for the ICSC Certified Professionals Newsletter or other publisher.
B17	1.0 credit each	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) (Maximum of 2.0 credits allowed.)
B18	1.0 credit each	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.)
B19	1.0 credit each	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) (Maximum of 1.0 credit allowed.)

Professional Recognition

C1	2.0 credits each	Recipient of an ICSC Award (applicant's name must be one of the names shown as receiving professional recognition).
C2	1.0 credit each	Recipient of ICSC Merit or Silver Award (applicant's name must be one of the names shown as receiving professional recognition).
C3	2.0 credits each	Recipient of additional professional achievement award (e.g., Addy, Clio, ULI, AIA).
C4	0.5 credit each	Finalist in an ICSC Awards program (candidate's name must be one of the names shown on submission).
C5	3.0 credits each	Attainment of an additional industry-related professional designation during current three-year period (e.g., CSM, CMD, CLS, CCM, CDP, APR, CCIM, CPM, LEED AP; PMP, excludes Senior designation).
C6	4.0 credits each	Achievement of ICSC Trustees Distinguished Service Award.
C7	1.0 credit each	Receipt of a community or civic award for community service that benefits a shopping center, retail real estate or parallel industry.
C8	2.0 credits each	Securing an initial real estate salesperson, broker's, architectural, engineering, contractor's or other license related to retail real estate or parallel industry.

Preparation & Study Aids

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. That's where ICSC can help. While there are no required educational programs for eligibility, these educational resources are highly recommended as candidates develop their personal study plans.

School for Professional Development

The John T. Riordan School for Professional Development curriculum is designed to equip attendees with robust training specific to specialized disciplines in the retail real estate industry. As such, they are an ideal way prepare for an ICSC certification.

Through its cutting-edge Institutes and world class faculty, the schools offers a week of rigorous study. Each Institute

contains nine courses offering practical, real-life knowledge and powerful tools which participants can immediately apply when they return to their daily work. The content of each course is fresh, comprehensive and concentrated, taught by prominent industry experts from around the world who serve as faculty.

Passing a certification exam 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. Interested in earning a free exam registration? Each 2012 participant earns a \$200 credit, good towards an ICSC Professional Certification Exam. Complete two Institutes in your discipline within a two-year period and you'll earn \$400 USD! That's more than enough to pay the ICSC member rate for an exam registration. Conditions apply and application fee required. Offer is good through the December 31, 2013.

Specifications Blueprint

A free download from the ICSC website, exam blueprints are available for each exam and 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.

Institute	2012 Date	Location
Marketing Level I or II	April 15-19	Arizona, U.S.
Management Level I or II	April 15-19	Arizona, U.S.
Leasing Level I or II	April 15-19	Arizona, U.S.
Development, Design & Construction	April 15-19	Arizona, U.S.
Management, Marketing & Leasing Level I	April 30-May 4	Istanbul, Turkey
Management, Marketing & Leasing Level II	April 30-May 4	Istanbul, Turkey
Development, Design & Construction	April 30-May 4	Istanbul, Turkey
Management, Marketing & Leasing Level I	June 10-14	Dubai, U.A.E.
Management, Marketing & Leasing Level II	June 10-14	Dubai, U.A.E.
Management, Marketing & Leasing Level I	June 18-22	Santiago, Chile
Management, Marketing & Leasing Level II	June 18-22	Santiago, Chile
Development, Design & Construction	June 18-22	Santiago, Chile
Management, Marketing & Leasing Level I	June 25-29	Singapore
Management, Marketing & Leasing Level II	June 25-29	Singapore
Marketing Level I or II	July 1-6	Brussels, Belgium
Management Level I or II	July 1-6	Brussels, Belgium
Leasing Level I or II	July 1-6	Brussels, Belgium
Management, Marketing & Leasing Level I	November 5-9	Sao Paulo, Brazil
Management, Marketing & Leasing Level II	November 5-9	Sao Paulo, Brazil



ePractice Tests

\$10

These web-based, 45-minute, 15-question mock exams offers candidates an instant opportunity to learn how questions are structured and highlights strengths and weaknesses in the subject matter on the exam. ePractice Tests assist candidates in their planning and preparation for the full length exam. Prometric, the world-wide testing service that ICSC uses to administer the ICSC certification exams, charges a nominal \$10 fee for using these practice exams.

For each professional designation, the e-Practice Test contains 15 items which are available in two modes. Allow 45 minutes to complete.

- In the exam mode, after completing all 15 items, you will be instructed as to how many items you answered correctly and receive feedback as to whether you answered the question correctly or incorrectly with an explanation of the correct answer.
- The study mode provides immediate feedback as to whether you answered the question correctly or incorrectly with an explanation of the correct answer once each item is completed.

Certification Mixers & Events

Complimentary networking events held at select ICSC meetings allow interested candidates to learn about ICSC certification, receive take home information and talk about professional designations with others in the industry that are already ICSC Certified. Look for certification related activities at these ICSC events!

Event	2012 Date	Time	Website
Mid-Atlantic Idea Exchange	February 22	8:00–9:00am	www.icsc.org/2012MIX1
University of Shopping Centers	March 6	7:30–8:30am	www.icsc.org/2012MIX3
RECon Latin America	March 14	8:00–9:00am	www.icsc.org/2012MIX2
RECon	May 22	8:00–9:00am	www.icsc.org/2012MIX4
Florida Conference	August 20	8:00–9:00am	www.icsc.org/2012MIX5
NOI+ Conference	September 6	8:00–9:00am	www.icsc.org/2012MIX6
Chicago Deal Making	October 4	8:00–9:00am	www.icsc.org/2012MIX7
Canadian Convention	October 16	8:00–9:00am	www.icsc.org/2012MIX8
New York National Conference & Deal Making	December 4	10:00–11:00am	www.icsc.org/2012MIX9

Certification Reviews

\$100 | ICSC Members pay just \$75!

Convenient and practical, these 2-hour review courses are designed to familiarize candidates with exam content, format, scoring and includes an in-depth overview of the exam specifications followed by a mock exam patterned after an actual certification exam.

Certification Reviews at 2012 RECon – Las Vegas, NV

Monday, May 21, 2012

9:00 – 11:00 am

CSM Global Certification Review

Monday, May 21, 2012

10:00 am – 12:00 noon

CDP Global Certification Review

Tuesday, May 22, 2012

10:00 am – 12:00 noon

CMD Global Certification Review

Tuesday, May 22, 2012

2:00 – 4:00 pm

CLS Global Certification Review

Preparation & Study Aids

Online Learning for Shopping Center Management

Unable to travel but need a formal education program to help you prepare. This one year online self-study course with content aligned to certification and the Management I & Management II Institutes, provides candidates with the opportunity to learn shopping center pply them to their day-to-day responsibilities. Units include:

- Management
- Retailing
- Insurance and Risk Management
- The Lease and Its Language
- Leasing Strategies
- Marketing
- Finance
- Maintenance
- Security

Study online, anytime.

Understanding ICSC Certification

February 29, 2012 | 2:00 pm EST

June 19, 2012 | 2:00 pm EST

Free

Thinking about getting ICSC Certified? Want to be part of an elite group of industry professionals and receive global recognition from your peers, boards and associates? Then this complimentary 60-minute webinar is a must attend! This is an ideal way to better understand the certifications offered by ICSC, prerequisites, the process for application, how to prepare. More importantly, you'll hear from an industry leader about what certification means, personally and professionally.





Certification Study Series

February 7 – April 24, 2012

www.icsc.org/2012WB1

July 10 – September 25, 2012

www.icsc.org/2012WB12

\$345 | ICSC Members pay just \$229!

This 12-part study series offers a great opportunity for prospective CSM, CMD, CLS and CDP designees to connect virtually as a group with other candidates studying for an ICSC certification exam. Each meeting includes a study guide featuring key concepts and suggested reading.

Designed to illustrate fundamentals for professionals with 3-5 years of experience, each meeting in the study series is facilitated by a subject matter experts who work closely with ICSC as faculty and/or a member of a certification Admissions and Governing Committee.

Study group leaders offer insider insights about preparing for the exam and provide a broad content review to assist the members of the group in creating a targeted, personalized study plan. Delivered via web meetings, facilitators will deliver a presentation, followed by Q&A. Each unit includes a study guide featuring key concepts and suggested reading.

Faculty Members

Shopping Center Fundamentals



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

Ownership, Asset Management & Operations



Rene Daniels, SCLS, SCSM, SCDP, SCMD
Gilad Development, Inc.

Site Selection & Acquisition



Drew T. DeWitt, SCSM, SCLS
JP Morgan Chase Bank, N.A.

Leasing, Alt. Revenue & Commercialization



Suzanne K. Cayley
Ivanhoe Cambridge Inc.

Ulf Bergner, SCLS



Ivanhoe Cambridge Inc.

Marketing, Promotions & Advertising



Kymberley Scalia, SCMD
Coyote Management, L.P.

Retailing & Store Planning



James F. Tinkum, SCDP

Financial Management



Rene Daniels, SCLS, SCSM, SCDP, SCMD
Gilad Development, Inc.

Design Principles



John C. Ward, SCDP
505Design

Construction Administration



K. Eugene Colley, SCDP
Royal Seal Development, Inc.

Market Research & Trade Area Analysis



Carol Sullivan, SCMD
Jones Lang LaSalle

Public Relations & Media



Angela Herlth Sweeney, CMD
The Peterson Companies

Merchant Relations & Tenant Coordination



Karen M. Scott, SCDP, SCMD, CSM
Tourist Development & Investment Co. (TDIC)



Reference Publications

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. (All books published by ICSC.)



Brief Notes: Shopping Center Development, Design and Construction *
\$79.95 | ICSC Members \$59.95



Brief Notes: Shopping Center Management *
9 Easy Reference Books
\$79.95 | ICSC Members \$59.95

The Business of Shopping Center Law
\$79.95 | ICSC Members \$59.95

CDP Handbook
\$59.95 | ICSC Members \$49.95

Common Area Maintenance: CAM Administration
Alan A. Alexander, SCSM, CPM and Gregory R. Aker
\$59.95 | ICSC Members \$49.95

CSM Handbook
\$59.95 | ICSC Members \$49.95



Finance for Shopping Center Nonfinancial Professionals *
\$79.95 | ICSC Members \$59.95

Getting Retail Right: Improving Productivity with the Right Communication, Training, Merchandising, Marketing and Tenant-Mix/Leasing Strategies
John C. Williams
\$59.95 | ICSC Members \$49.95



ICSC's Dictionary of Shopping Center Terms, Fourth Edition *
\$39.95 | ICSC Members \$29.95

Investing in Retail Properties: A Guide to Structuring Partnerships for Sharing Capital Appreciation and Cash Flow
Gary D. Rappaport, SCSM, SCMD, SCLS, SCDP
\$39.95 | ICSC Members \$29.95 (book)
\$34.95 | ICSC Members \$24.95 (ebook)

Law for Non-Lawyers
\$79.95 | ICSC Members \$59.95



Leasing for Shopping Center Non-Leasing Professionals *
\$79.95 | ICSC Members \$59.95



Shopping Center Leasing *
\$59.95 | ICSC Members \$49.95



Shopping Center Marketing *
\$59.95 | ICSC Members \$49.95



Shopping Center Management *
\$79.95 | ICSC Members \$59.95

Shopping Center Security: Perception and Reality
Donald H. Greene
\$59.95 | ICSC Members \$49.95

Shopping Center Specialty Leasing
\$59.95 | ICSC Members \$49.95

Shopping Center Study Lease, Second Edition
\$39.95 | ICSC Members \$29.95



Shopping Center Tenant Coordination *
Karen M. Scott, SCMD
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Richard Fuller