



John T. Riordan School for Retail Real Estate Professionals

The Westin Kierland Resort & Spa

Scottsdale, AZ | September 22 – 26, 2019 | #ICSCedu

Leadership

Development + Design + Construction

Marketing

Leasing

Management



John T. Riordan School for Retail Real Estate Professionals

The John T. Riordan Schools for Retail Real Estate Professionals provides today's industry leaders an advantage in building strong networks and knowledge to dominate their field. Learn from seasoned experts who are dedicated to your success, share thought leadership, and identify successful strategies alongside colleagues from around the world.



LEARN from Experts

Course content is developed and taught by renowned industry professionals.



PARTICIPATE in Hands-On Courses

Increase the value of your retail property via practical exercises based on real-life challenges and opportunities. Courses feature business plans, case studies, decision making exercises and role-play.



REAL WORLD Team Approach

Just like in real life, work with an interdisciplinary team. You will be placed on a case study team with participants from every institute.



CHOOSE your Path

Choose the level and topic that is right for you.



EXPAND your Network

Engage with international peers. Gain a well-rounded experience by attending electives and events with participants from different fields, experience levels and practices.



VISIT Ground-Breaking Retail

Explore local notable retail destinations that are integrating the most inventive trends in the industry.

THE INSTITUTES

Each institute is designed to take participants through a process from beginning to end. Participants will be guided through practical exercises, learn from real-life shopping center challenges and opportunities, and engage with faculty who truly care about their goals.

Each institute's content has been carefully designed by industry leaders who know what it takes to succeed and advance a career in retail real estate. You'll get hands-on, working in teams to develop strategies and solve problems.

You'll be able to customize your experience with your choice of elective, and bring all the information together, which can then be used for immediate application upon your return to work.

LEADERSHIP INSTITUTE

DEVELOPMENT, DESIGN AND CONSTRUCTION INSTITUTE

The Development Process

MARKETING INSTITUTE

Creating Value Through Marketing

LEASING INSTITUTE

Closing the Deal	Level I
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Obtaining and Retaining the Right Tenants	Level II
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MANAGEMENT INSTITUTE

The Complete Management Tool Kit	Level I
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Managing the Asset	Level II
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PROGRAM HIGHLIGHTS

The Leadership Institute

Participants will focus on: Leading Teams and Organizations and Envisioning a Future in Times of Change and Disruption

Team Case Studies

Participants will work in teams with attendees from other institutes to tackle a specific development project.

This will give students an opportunity to collaborate with participants from every discipline, as in real life.

Electives

Customize your learning experience with your choice of select courses to meet your needs.*

*The Leadership, Marketing, and DDC Institutes will have specifically curated content in place of the electives.

Who Should Attend?

Individuals who are new to the industry or seasoned professionals who have recently shifted responsibilities will find this program valuable. You will leave with new skills and concepts that you can immediately apply to your organization, while networking with like minded individuals who are driven to increase value and create career success.



2019 SCHEDULE AT-A-GLANCE

	SUNDAY September 22	MONDAY September 23	TUESDAY September 24	WEDNESDAY September 25	THURSDAY September 26
8:00 – 8:30 am		Breakfast	Breakfast	Breakfast	Breakfast
8:30 am – 12:00 pm	Registration 10:30 am – 12:30 pm	Course 2	Course 4	Course 6 Full Day	Course 7 8:30 – 10:30 am Closing Reception 10:30 am – 12:00 pm
12:00 – 1:30 pm	Welcome & Keynote 12:30 – 1:15 pm	Lunch	Lunch	Lunch	
1:30 – 5:00 pm	Course 1	Course 3	Course 5	Course 6 Full Day	
5:30 – 7:30 pm	Welcome Reception			Reception	

THE LEADERSHIP INSTITUTE

This interdisciplinary approach will prepare you to take the lead in Retail Real Estate. You will be guided through key areas of leadership with an opportunity to build solutions and goals along with peers. You will have a well-rounded experience by participating in hands-on activities around team building, finance, assessing change, and generating answers to big questions in the industry. You will meet with industry leaders for personal goal setting sessions and have an opportunity to observe and assess interdisciplinary teams in action.

By the end of the institute, you will be able to:

- Identify the different roles leaders play in Retail Real Estate
- Define team roles and understand how to manage teams
- Identify key trends in the field, including the role of technology and changing consumer behavior
- Make innovative decisions based on sound industry knowledge
- Enact a set of personal and organizational goals
- Identify how teams work well and pitfalls to avoid when leading a team

	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY
	Welcome & Keynote	Course 2 Teams and Team Building	Course 4 Metrics of Profitability	Course 6 Leadership in Times of Change and Disruption Full Day (AM and PM)	Course 7 Leading into the Future: Implementing Your Plan 8:30 – 10:30 am Closing Reception 10:30 am – 12:00 pm
	Course 1 Principles of Leadership	Course 3 Navigating Consumers and Technology	Course 5 Goal Setting: Developing a Road Map to Success		



Suggested Industry Experience

Professionals looking to succeed in senior positions and/or with the goal to track towards the C-Suite in the next few years.

DEVELOPMENT, DESIGN AND CONSTRUCTION INSTITUTE

The Development Process

Designed for professionals who want to succeed in the development field, this program takes you through the development process utilizing practical, experiential learning. Taught by expert practitioners, the Development, Design and Construction Institute will introduce you to what it takes to be a developer and how a retail real estate project goes from an idea to a successful center.

By the end of the institute, you will be able to:

- Understand the process of developing a retail real estate project from beginning to end
- Understand key retail real estate finance principles, including identifying sources of capital
- Develop the knowledge and competency to be a successful employee in the development field
- Obtain a clear understanding of your career goals in the development field or beyond

	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY
	Welcome & Keynote	Course 2 Principles of Real Estate Finance	Course 4 Market Analysis	Course 6 Team Case Study and Presentations	Course 7 The Development, Design and Construction Approach 8:30 – 10:30am Closing Reception 10:30 – 12:00
	Course 1 The Development Process: Site Acquisition to Close-Out	Course 3 Development Pro Formas and Cash Flows	Course 5 Construction and Tenant Coordination	Full Day (AM and PM)	



Suggested Industry Experience

Professionals with 0-3 years development experience will find this institute valuable.

MARKETING INSTITUTE

Creating Value Through Marketing

Mastering shopping center marketing requires the development of marketing plans that build value through a mix of sponsorships, advertising, public relations, partnerships, and the savvy application of market research. This institute will teach you how to develop a comprehensive marketing plan and refine your strategy through the effective use of analytics.

By the end of the institute, you will be able to :

- Understand how marketing impacts the bottom line, resulting in a positive ROI
- Understand how to make sponsorships work in the real world
- Understand how to properly position the center “brand”
- Understand marketing through social media and other digital-based technologies
- Understand how to effectively use analytics to improve your marketing plan

	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY
	Welcome & Keynote	Course 2 How Marketing Impacts The Bottom Line And ROI	Course 4 Digital Deep Dive: SEO, Social, AND Analytics	Course 6 Team Case Study and Presentations	Course 7 The Marketing Approach: 8:30 – 10:30 am Closing Reception 10:30 am – 12:00 pm
	Course 1 Creating Value Through Strategic Marketing	Course 3 Maximizing Your Sponsorship And Partnerships	Course 5 Public Relations and Crisis Communications	Full Day (AM and PM)	



Suggested Industry Experience

Professionals with 2+ years marketing experience will find this institute valuable.

LEASING INSTITUTE **LEVEL I**

Closing the Deal

Successful leasing professionals understand how key stakeholders impact their work. You will gain insight into the priorities and perspectives of owners and retailers, while obtaining the tools and knowledge necessary to make the deals that will increase a center’s value.

By the end of the institute, you will be able to:

- Understand the fundamentals of commercial real estate
- Identify the owner’s objectives
- Understand market and project evaluation
- Create a merchandising plan
- Practice prospecting and negotiation techniques

	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY
	Welcome & Keynote	Course 2 The LOI and Lease Negotiation	Course 4 ABC’s of Leasing	Course 6 Team Case Study and Presentations Full Day (AM and PM)	Course 7 The Leasing Approach: Level I 8:30 -10:30 am Closing Reception 10:30 am – 12:00 pm
	Course 1 Foundations of Leasing	Course 3 Finance Elective	Course 5 Merchandising and Prospecting		



Suggested Industry Experience

Professionals with 0-3 years leasing experience will find this institute valuable.

LEASING INSTITUTE **LEVEL II**

Obtaining and Retaining the Right Tenants

Advancing one's leasing career requires going beyond the basics. You will learn how to influence internal stakeholders, remove roadblocks to closing the deal, and how to move from executing the lease to opening and operating. Take the next step in your career by building on your knowledge with expert practitioners who will lead you through practical exercises that will build your knowledge and capability.

By the end of the institute, you will be able to:

- Perform and utilize a SWOT analysis
- Interpret and analyze demographic and psychographic research
- Enhance a merchandising plan and utilize it effectively
- Determine if a retailer is succeeding and/or excelling
- Maintain relationships in order to obtain and renew tenants

	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY
	Welcome & Keynote	Course 2 Show Me the Money: Sources of Income	Course 4 Internal Selling and Removing Roadblocks	Course 6 Team Case Study and Presentations Full Day (AM and PM)	Course 7 The Leasing Approach: Level II 8:30 – 10:30 am Closing Reception 10:30 am – 12:00 pm
	Course 1 Nuances of Leasing	Course 3 Finance Elective	Course 5 Elective		



Suggested Industry Experience

Professionals with 3+ years leasing experience will find this institute valuable.

MANAGEMENT INSTITUTE LEVEL I

The Complete Management Tool Kit

The Management Institute Level I is designed to prepare you for the complex and vital role you will play in creating value. You will learn how to build and manage relationships with key stakeholders that help ensure your shopping center is a success. In addition, you will develop your management and negotiation skills through practical exercises and exposure to key tools and best practices in shopping center management.

By the end of the institute, you will be able to:

- Understand their role in accomplishing ownership goals
- Identify the tools necessary to effectively manage and operate a shopping center
- Understand their role in creating value for the owner, asset, staff, tenants, and themselves

	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY
	Welcome & Keynote	Course 2 The Three P's: People, Property, Profits	Course 4 How Marketing Impacts the Bottom Line	Course 6 Team Case Study and Presentation Full Day (AM and PM)	Course 7 The Management Approach: Level I 8:30 – 10:30 am Closing Reception 10:30 am – 12:00 pm
	Course 1 Foundations of Management	Course 3 Finance Elective	Course 5 Elective		



Suggested Industry Experience

Professionals with 0-3 years management experience will find this institute valuable.

MANAGEMENT INSTITUTE **LEVEL II**

Managing the Asset

Experienced shopping center managers know that success requires more than just the basic skills and knowledge. You will learn the nuances of managing the asset and take a closer look at topics such as shopping center finance and the development and redevelopment of shopping centers. You will create a business plan and learn how strategic planning can help you increase the value of your property, as well as your own value to your employer.

By the end of the institute, you will be able to:

- Apply knowledge of asset management
- Develop and execute a business and strategic plan
- Maximize an asset's value and personnel's potential

	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY
	Welcome & Keynote	Course 2 Maximizing Asset Value	Course 4 Development & Repositioning	Course 6 Team Case Study and Presentation	Course 7 The Management Approach: Level II 8:30 – 10:30 am Closing Reception 10:30 am – 12:00 pm
	Course 1 Nuances of Asset Management	Course 3 Finance Elective	Course 5 Elective	Full Day (AM and PM)	



Suggested Industry Experience

Professionals with 3+ years management experience will find this institute valuable.

THE RIORDAN LEGACY



ICSC honors John T. Riordan's legacy and his commitment to the cause of education and professional development. It was under his stewardship, having served as ICSC President and CEO for 15 years, that the school grew in both size and stature. The opportunity for industry practitioners to serve as members of the faculty has become a highly coveted honor, and the graduates are widely recognized as the "best of the best" in the retail real estate industry.

John T. Riordan has served on the advisory boards of the MIT Center for Real Estate, the Center for Real Estate of the Wharton School of the University of Pennsylvania, and the Business School of Baruch College of the City University of New York. He has served as director of GGP Inc., and Ivanhoe Cambridge. In 2003, John T. Riordan was elected an ICSC Trustee for life.

FACULTY

The faculty at the Riordan School enjoy a reputation and a prestige that few can match. Faculty members aren't just leading practitioners in their own fields; they're among the best teachers, offering a blend of academic excellence, real-world relevance, and practical application to provide participants with powerful tools to use in their workplace.

GENERAL INFORMATION

REGISTER

Space is limited. Registration is first-come, first-served. Registration forms sent without payment cannot be processed.

Online: www.icsc.org/2019SAZ

Fax: +1 732 694 1800

Email: education@icsc.org

HOTEL

The Westin Kierland Resort & Spa | Scottsdale, AZ

A block of rooms has been reserved for Riordan School attendees.

To make a reservation, visit www.icsc.org/JTR and click on Book Hotel. For reservation assistance, contact our housing partner, onPeak: ICSC@onpeak.com or +1 877 541 9876.

Note: ICSC is not responsible for reserving or cancelling hotel accommodations. All changes or cancellations must be made directly through the hotel.

GROUP DISCOUNT

Learn as a team. Enjoy a group discount of 10% for 3 or more participants who register at the same time from the same organization using the same billing source. For information, contact education@icsc.org.

CANCELLATIONS

Participants must cancel in writing to education@icsc.org in order to request a refund, less a \$50 processing fee. No refunds will be given for cancellations received after **August 23, 2019**. A company may substitute a registrant at any time without penalty.

SPECIAL NEEDS

If you require special assistance, such as mobility, hearing, or dietary needs, please contact ICSC Education no less than five weeks prior to the meeting.

Contact Us

Email: education@icsc.org | **Phone:** +1 646 728 3822

	Early Bird (by July 26, 2019)	Advance (after July 26, 2019)
Member*	\$1,595	\$1,750
Non-Member	\$1,895	\$2,050
Student Member**	\$495	\$595

*To qualify for the member rate, each registrant must be a member or an affiliate member of ICSC. To become an ICSC member, call ICSC information services at +1 646 728 3800 or visit www.icsc.org/membership.

**Registrant must be an ICSC student member to qualify for the student rate.

ICSC FOUNDATION

The ICSC Foundation offers **five** scholarships to attend the John T. Riordan School for Retail Real Estate Professionals. Each scholarship covers airfare, hotel accommodations, tuition and associated fees. The deadline for applications is **Monday, July 22, 2019**. For more information, please visit the [ICSC Foundation](http://www.icscfoundation.org) website.

SCHOLARSHIP BENEFITS

- Industry-wide recognition
 - Attendance at the John T. Riordan School
 - A network of valuable international contacts
 - One step closer to professional certification
- Apply if you are new to retail real estate or looking to expand your knowledge of management, marketing, leasing, or development, design, and construction. Ideal candidates are those who can demonstrate professional excellence, leadership ability, and involvement in the industry. For more information, visit www.icscfoundation.org.

TERMS, CONDITIONS AND RULES

This application is subject to ICSC Terms, Conditions and Rules for Exhibitors available at www.icsc.org/event-terms-and-conditions, which are hereby incorporated by reference.