



ICSC University *of* Shopping Centers

On the campus of the WHARTON SCHOOL
of the UNIVERSITY OF PENNSYLVANIA
Philadelphia, PA

March 4-6, 2013

Three New Learning Tracks
Executive – **Advanced** – **Fundamental**



“The ICSC University experience provides opportunities for professional and personal growth within a collegial environment, and one-on-one access to some of the shopping center industry’s most accomplished leaders.”

Cynthia C. Hall
Manager, Lease Administration
EDENS
Columbia, SC

“The University of Shopping Centers is a wonderful way to re-connect, re-energize and refresh your knowledge. The speakers were great, the roundtables informative, and the facility inspiring.”

Denise Browning, SCMD
Senior Vice President, Leasing
Madison Marquette
Fort Worth, TX

The 2013 ICSC University of Shopping Centers

The International Council of Shopping Centers is proud to host the 2013 University of Shopping Centers on the campus of The Wharton School of the University of Pennsylvania.

What Is New This Year at the University of Shopping Centers?

• 47 course titles not offered in the 2012 University program

- Attend your choice of six Executive Curriculum classes, designed for the very senior executive, taught by professors of the Wharton School of the University of Pennsylvania
- Power Lunches, where you will have the chance to meet and greet with your choice of faculty members at each table each day
- An extended Special Industry Group (SIG) Breakfast and Town Hall Meeting, where you can express your views on the current issues of the day with a distinguished panel
- A grant program to allow your company to send as many as five people to the University at a great discount (up to \$2,500) (see page 56 for details)
- Expanded offerings in such critical subject areas as Property Management, Marketing, Law and Finance—a choice of 60 classes offered over three days
- A choice of 9, 10 or 11 different classes per time period—a greater choice to help you tailor your Curriculum to your professional needs
- A choice of 12 Fundamental Curriculum classes for those who are rising in their career and need basic information and industry knowledge to continue their learning progression

- Attend any six classes and receive a Certificate of Participation from ICSC
- An optional tour of a superregional redevelopment, Willow Grove Park Mall
- An Advanced Curriculum, the core of the University of Shopping Centers, offers 42 courses
- More courses in leasing than ever—12 courses in our Advanced Curriculum and 5 more in our Fundamental Curriculum
- More breakfast roundtables offered at this year's University
- More courses that will be approved by state licensing boards to meet the requirements of retaining brokers' continuing education requirements for licenses

Note to brokers in Pennsylvania: We hope to announce soon that our Leasing courses have been approved by the Commonwealth of Pennsylvania Real Estate Commission. At press time, we are pending approval. For more information, please contact Madison Gross at ICSC at mgross@icsc.org.
- A virtual "Hall of Fame" faculty, that includes 12 present and past Trustees, and 8 who have received the prestigious ICSC Trustees' Distinguished Service Award for Meritorious Service
- Keep the cost of training down—you can take \$150 off the price of Registration if you take any six courses (see page 55 for details)





2013

ICSC University of Shopping Centers

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ABOUT the ICSC University of Shopping Centers

What Is the University of Shopping Centers?

The University of Shopping Centers is an educational program serving the retail real estate and shopping center industry worldwide. Courses are designed to transfer practical knowledge and usable information that attendees can apply immediately at their workplace. Taught by a distinguished group of industry professionals and experts in their respective fields, the classes are interactive, allowing for the sharing of ideas and experiences among peers.

Why Attend the University of Shopping Centers?

The mission of the University of Shopping Centers is to elevate each attendee's level of knowledge of the industry by learning directly from experienced professionals. Through the University's flexible format and unique blend of courses, students gain a level of comprehension that makes them more valuable to their organization and their employer.

Who Is It For?

Industry professionals who wish to obtain a critical insight into the most relevant topics of the industry today. Specialists who want to increase their understanding in other disciplines within the industry. Newcomers who are seeking to master the subject matter at an accelerated rate.

Attend 1, 2 or 3 Days

The University of Shopping Centers is delivered over three days with morning and afternoon classes. It contains a choice of 60 classes, a choice of 9, 10 or 11 classes per time period, with flexible course selection options. Students may sign up for just one course or for multiple courses according to their specific interests and in any combination of study area—Executive, Advanced or Fundamental. Each course is three hours in duration. The 2013 University format allows you to select from a wide variety of subject matter, something for everyone in the industry. You are the best person to make your course selections that are appropriate to your needs. The 2013 University schedule allows you the chance to take courses in any combination of subject matter offered, and you can choose from any of the three levels of study—Executive, Advanced or Fundamental—for the class period(s) you choose to attend.

Certificate Awarded

A Certificate of Participation is awarded to attendees who complete any six classes within a three-day period.



How You Will Benefit

Courses are designed to transfer knowledge fast and give you practical, usable information you can put to work immediately. Courses speak to your work needs. Attendees will receive outlines, forms, charts and handouts, plus we'll give you access to Power-Point presentations for the classes you take. Learn from a faculty of industry leaders and subject matter experts with an average of over 15 years' experience in commercial real estate. Network and establish key contacts with professionals throughout the industry from every size of company, every type of shopping center configuration, and every discipline, from the U.S. and Canada, and with ICSC members attending from over 20 countries who come to Philadelphia each year. Come to the Charles Grossman Annual Lecture after the afternoon classes on Monday, March 4 and meet other participants and faculty members over wine and cheese. Discuss contemporary issues with faculty and peer professionals during morning breakfast roundtables on Tuesday, March 5. Take a seat at our breakfast and luncheon presentations and enjoy presentations from industry and academic leaders. This year, you will have the choice to sit at luncheon tables and exchange ideas with one of our distinguished faculty members. Learn about the redevelopment of a superregional center at our optional educational study tour of Willow Grove Park Mall on the evening of Tuesday, March 5.

Go to www.icsc.org/2013UV for current information on the University of Shopping Centers and to register for this meeting.

ICSC University of Shopping Centers at-a-glance

SUNDAY, March 3, 2013

3:00 – 5:00 pm Registration

MONDAY, March 4, 2013

7:00 am – 5:00 pm Registration

7:30 – 8:45 am Breakfast Served

8:15 – 8:45 am

Welcome Address



Professor Susan M. Wachter
Richard B. Worley Professor of Financial Management, Professor of Real Estate and Finance, and Co-Director – Institute for Urban Research, The Wharton School of the University of Pennsylvania

9:00 am – 12:00 noon Courses

12:00 noon – 12:30 pm Luncheon Served

12:45 – 1:15 pm

Outlook for Retail Real Estate



Brad M. Hutensky
ICSC Chairman
President and Principal
Hutensky Capital Partners

2:00 – 5:00 pm Courses

5:15 – 6:00 pm

Charles Grossman Lecture Series

6:00 – 6:45 pm Wine and Cheese Reception

TUESDAY, March 5, 2013

7:00 am – 5:00 pm Registration

7:30 – 8:45 am Breakfast Served

7:30 – 8:30 am ICSC Certification Breakfast Mixer and Information Session

7:45 – 8:30 am Breakfast Roundtables

8:30 – 8:50 am

Industry Update



Michael P. Kercheval
President & CEO
International Council of Shopping Centers

9:00 am – 12:00 noon Courses

12:00 noon – 12:30 pm

Courses

Luncheon Served

12:45 – 1:40 pm

Deans Discussion

The deans of the University of Shopping Centers will participate in a panel discussion, giving their views on current issues

Moderated by:



James E. Maurin, SCSM
Dean, Executive Curriculum
ICSC Past Chairman
Chairman
Stirling Properties

1:40 – 1:45 pm

Preview of Educational Study Tour to Willow Grove Park Mall

2:00 – 5:00 pm

Courses

5:00 pm

Meet at Houston Hall to go to Willow Grove Park Mall

5:15 – 8:00 pm

Educational Study Tour of Willow Grove Park Mall

WEDNESDAY, March 6, 2013

7:00 am – 1:30 pm

Registration

7:30 – 8:45 am

Breakfast Served

7:45 – 8:45 am

SIGs (Special Industry Groups)
Breakfast and Town Hall Meeting

9:00 am – 12:00 noon

Courses

12:00 noon – 12:30 pm

Luncheon Served

12:45 – 1:45 pm

Luncheon Presentation

2:00 – 5:00 pm

Courses

2013 University of Shopping Centers

Monday, March 4, 2013

	9:00 am – 12:00 noon	2:00 – 5:00 pm
Executive Curriculum	EXA-301 How Much Should You Allocate to Redevelopment?	EXB-301 The Macro Economic Signs to Buy, Hold, Sell or Redevelop EXB-302 Analysis of Consumer Behavior in an Omni-Channel World
Taught by world-renowned Wharton professors		
Advanced Curriculum	CRA-201 The Retailer's Site Selection Criteria	CRB-201 How to Attract Medical Facilities to Your Shopping Center
Retailing		
	LSA-201 How to Attract National Retailers	LSB-201 What Shoppers Want: Applying Customer Research to Drive Sales and Rental Income
Leasing	LSA-202 Unclogging the Leasing Pipeline for Maximum Results	LSB-202 How to Compress the Timing from Lease Deal to Store Opening
Finance	FNA-201 Disposition Strategies for Selling Non-Core Assets	FNB-201 Capital Markets: From All Perspectives
Asset Management	APA-201 Strategic Planning for Commercial Real Estate Companies	APB-201 Evaluating Lease Deals
Property Management /Law/Marketing	PMA-201 Leasing and Marketing in a Digital Age	PMB-201 Marketing Strategies to Drive NOI
Development, Design and Construction	CDA-201 Evaluating Energy Efficiency Systems and Payback	CDB-201 Project Management, Budgeting and Forecasting
Fundamental Curriculum	RLA-101 Prospecting for and Developing New Tenants	RLB-101 Lease Negotiating Basics
Retailing/Leasing/Development		
General Studies	GSA-101 How to Prepare, Review and Analyze a Center's Operational Budget	GSB-101 Construction for Non-Construction Professionals

Tuesday, March 5, 2013

Wednesday, March 6, 2013

9:00 am – 12:00 noon

2:00 – 5:00 pm

9:00 am – 12:00 noon

2:00 – 5:00 pm

EXC-301

How Urbanization Trends Affect Your Business

EXD-301

Leadership Challenges and Issues: Running a Real Estate Company

EXE-301

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

CRC-201

Increasing Tenant Retention Through Evaluation and Assistance

CRD-201

How Grocery and Drug Store Anchors Impact the Surrounding Retail

CRE-201

New Opportunities: Retailers Expanding Globally

CRF-201

Evolving Retail Formats and Their Impact on Leasing Strategy

LSC-201

Preparing a Pro Forma Leasing Plan

LSD-201

50 Tricks of the Trade to Lease Up B and C Centers

LSE-201

Resolving Leasing Problems and Chronic Vacancies

LSF-201

What You Should Know About Structuring Restaurant Deals

LSC-202

Advanced Negotiation Techniques

LSD-202

Specialty Leasing Strategies for Today's Centers

LSE-202

Identifying and Attracting the Appropriate Retailers and Developers
(for Economic Development Officials)

LSF-202

Lease Workouts: Negotiating Rent Reductions, Concessions and Other Workout Solutions

FNC-201

Investing in Retail Properties and Structuring Partnerships

FND-201

Financial Decision-Making: A Case Study of Choices

FNE-201

Better Understanding Lease Negotiation and Administration

APC-201

Critical Perspectives and Techniques in Asset Management

APD-201

Developing Your Center's Business Plan

APE-201

50 Proven Ways to Increase Funds from Operations

PMC-201

The Contract: Acquisition, Development, Construction and Other Agreements

PMD-201

The Economics of a Lease: Rent, Escalations and Pass-throughs

PME-201

Liability Issues for Landlords, Tenants and Property Managers

PMF-201

Use Clauses, Exclusives and Other Operating Covenants

CDC-201

The New Realities of Developing and Operating Mixed-Use Projects

CDD-201

Construction and Tenant Coordination

CDE-201

Advanced Development Techniques – Acquisition to Opening

CDF-201

Redevelopment of Open-Air Centers: A Case Study

RLC-101

Retailing Principles and Practices

RLD-101

The Development Process from Site Selection to Occupancy

RLE-101

Leasing Strategies for Developing Tenant Representation, Rollouts and Marketing Shopping Center Listings

RLF-101

Preparing Effective Lease Proposals

GSC-101

Managing to Owner's Objectives

GSD-101

The Lease and Its Language

GSE-101

Finance for Non-Financial Professionals

GSF-101

Mastering Effective Presentation Skills

Deans list

EXECUTIVE CURRICULUM



James E. Maurin, SCSM

DEAN

ICSC Past Chairman
Chairman, ICSC Professional
Development Committee
Chairman, Stirling Properties
Covington, LA

ICSC acknowledges the Deans of the University of Shopping Centers. These esteemed individuals are invaluable to assuring the highest quality of this important industry event.

ADVANCED CURRICULUM

RETAILING



Karen M. Janes

DEAN

Vice President, Real Estate
Gap Inc.
Brampton, ON

LEASING



Frederick W. Collings,
SCSM, SCLS

DEAN

Senior Vice President – Leasing
Irvine Company Retail Properties
Irvine, CA

LEASING



Deborah Georgetti-Piro,
CLS

DEAN

Senior Vice President, Mainstreet
Simon Property Group
Chevy Chase, MD

FINANCE



Jack Nugent

DEAN

Director
Meridian Realty Consultants
Alpharetta, GA

ASSET MANAGEMENT



David Short, CMD, CSM

DEAN

Senior Vice President, Asset Management
Macerich
Santa Monica, CA

PROPERTY MANAGEMENT/LAW/MARKETING



Niall J. Byrne

DEAN

President – Property Management
Retail Properties of America, Inc.
Oak Brook, IL

DEVELOPMENT, DESIGN AND CONSTRUCTION



Emerick J. Corsi

DEAN

President
Forest City Retail Services
Cleveland, OH

FUNDAMENTAL CURRICULUM

RETAILING/LEASING/DEVELOPMENT



Ralph J. Conti, CCIM, CDP

DEAN

Principal and Managing Member
Ra Co Real Estate Advisors LLC
Atlanta, GA

GENERAL STUDIES



Mario C. Ventresca, Jr.

DEAN

Senior Vice President, Asset Management
PREIT
Philadelphia, PA

Executive curriculum

About

Now you can attend classes at the Wharton School with members of the actual Wharton School faculty...teaching their areas of specialty for you to reference in leading your organization. During the 2013 University of Shopping Centers program, you may choose among six Executive Curriculum classes designed for senior executives over a two-and-a-half day period. Choose one, two, three...or as many as five Executive Curriculum classes. Hop on or off the executive track as needed. You can still choose from among 54 other Advanced and Fundamental Curriculum courses to round out your own professional education plan at any time during the University of Shopping Centers program, and benefit from all the networking opportunities that the University of Shopping Centers offers.

You have with the Executive Curriculum an unparalleled opportunity to sit up close with some of the most noted experts in business academia and learn directly from them for the first time at ICSC. These well known, tenured Wharton professors are not only teaching to undergraduate and graduate Wharton students. They are consultants among the leading real estate companies and Fortune 500 companies. Take back useful and practical information that you can apply to the running of your business and to the managing of your professional and executive team.

These 3-hour courses are perfect for the busy business executive or entrepreneur seeking university graduate level training by renowned professors. What you learn will be usable and practical for any size or type of retail real estate operation. Interact and have unique access with experts as never before. We hope you'll take advantage and participate in a unique learning experience.



Executive curriculum

Course EXA-301

How Much Should You Allocate to Redevelopment?

Monday, March 4

9:00 am – 12:00 noon

Often, redevelopment investments are limited to the payback from additional rental income that the redevelopment will yield over time. But what about all the unknown factors that will affect the stabilized yield? Should you index leases? Will rents adjust faster or slower than costs? What is the optimal debt strategy? How should you think about lease duration? How do you plan the pro forma to meet reasonable and realistic assumptions? These and related questions will be addressed in this session, along with a discussion of the underlying inflation risk.

After nearly 25 years of 2.2 to 2.5% inflation, real estate owners today are faced with the unfamiliar specter of rapidly rising inflation. What is the likelihood of high inflation and how should you plan for it? Professor Peter Linneman will challenge assumptions often made by real estate executives when it comes to redevelopment and the interactive class discussions that participants have with Dr. Linneman should prove to be dynamic and forward-thinking.

FACULTY:



Peter Linneman, Ph.D.

Former Chair, Wharton Real Estate Center
Sussman Professor Emeritus of Real Estate
University of Pennsylvania, The Wharton School
Chief Executive Officer, American Land Funds and KL Realty
and Founding Principal, Linneman Associates
Philadelphia, PA

Course EXB-301

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

Monday, March 4

2:00 – 5:00 pm

Many older retail projects appear to be targets for redevelopment. But have the area's demographics undermined the property's long-term viability? And can the repositioned property effectively compete in an over-stored environment? This course will evaluate the risks and opportunities facing such retail projects and contemplate other alternative real estate uses.

Lots of people talk about macro economic factors and risks, but this is rarely translated to your business. This session will translate interest rates, GDP growth, employment growth, etc. into offensive and defensive strategies for your properties. This is particularly important at a time when these macro issues loom larger than ever. This is a period where everyone is evaluating their portfolio. Many are seeking to sell their B properties. But is this the time to buy these properties as so many rush to sell? Or are these weak properties roach motels? This course will help you think through whether you should be a buyer or seller today of B properties.

FACULTY:



Peter Linneman, Ph.D.

Former Chair, Wharton Real Estate Center
Sussman Professor Emeritus of Real Estate
University of Pennsylvania, The Wharton School
Chief Executive Officer, American Land Funds and KL Realty
and Founding Principal, Linneman Associates
Philadelphia, PA

Course EXB-302

Analysis of Consumer Behavior in an Omni-Channel World

Monday, March 4 2:00 – 5:00 pm

Traditionally, revenues are recorded at the site of the consumer's purchase transaction. However, the consumer's purchase process is not simply a "buy or not buy" decision. The purchase process typically consists of a series of stages, any one of which can occur either online or offline. "Showrooming", as an example, where the consumer conducts the product research at the pre-purchase stage at an offline retailer such as Best Buy and then makes the purchase online at a site like Amazon, is a threat to brick-and-mortar retail. Since the consumer is generally channel agnostic, more and more retailers are developing omni-channel strategies that accommodate all stages of the consumer purchase process either online or offline, but encourage consumers to stay with the branded retailer.

In order to maximize these omni-channel strategies, it is critical to understand the consumer decision making process and the roles that brand and retailer loyalties play within these processes. Understanding this behavior is essential to plan store sizing, location, merchandise mix, selling and customer service in an integrated distribution channel environment.

FACULTY:



Professor Barbara E. Kahn, Ph.D.
Patty and Jay H. Baker Professor of Marketing
Director, Jay H. Baker Retailing Center
The Wharton School, University of Pennsylvania
Philadelphia, PA

Course EXC-301

How Urbanization Trends Affect Your Business

Tuesday, March 5 9:00 am – 12:00 noon

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

FACULTY:



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



Professor Susan M. Wachter, Ph.D.
Richard B. Worley Professor of Financial Management
Professor of Real Estate and Finance
The Wharton School, University of Pennsylvania
Philadelphia, PA

Executive curriculum

Course EXD-301

Leadership Challenges and Issues: Running a Real Estate Company

Tuesday, March 5 2:00 – 5:00 pm

We will use a case study of a hypothetical midwestern U.S. real estate company as the basis of a wide-ranging discussion about the challenges and opportunities of leading an enterprise during good times and tough ones. Topics will include business strategy, financial management, business and project capital structure, succession planning and business exit strategy, compensation, and ethics.

The “A” case is set in 2005, during a prosperous growth phase of a start-up office of a regional company. How are issues like compensation, cash flow, strategy, and entity financing different for a small organization? How does a satellite office fit into the corporate structure and planning? What characteristics are key for the leader of a start-up business or division? What lessons are applicable to the leader of any real estate/entrepreneurial business?

The “B” case is set in early 2011, as the business survives the tumultuous downturn and assesses go-forward opportunities while managing an existing portfolio. We will distill the discussion into “lessons learned” for practical application and take-away value. As the founder/CEO, how do you think about succession planning, capital needs, and business strategy, particularly in uncertain times?

FACULTY:



Professor Asuka Nakahara, MBA
Adjunct Lecturer in Real Estate
& Associate Director, Zell-Lurie Real Estate Center
The Wharton School, University of Pennsylvania
and Founding Co-Partner, Triton Atlantic Partners
Philadelphia, PA

Course EXE-301

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

Wednesday, March 6 9:00 am – 12:00 noon

The intensifying competition and demands for high performance are pressing organizations to become more flexible and fast-acting. Executives are finding that such initiatives require effective leadership and a supportive culture, and this has become all the more critical in an uncertain environment. CEO's are finding the need for challenging their top executives to perform in a meaningful way to advance the organization to new heights and significantly grow net revenues.

The challenge is to build effective leaders and well-led teams throughout the organization, and that requires a capacity to communicate persuasively, motivate effectively, and think as well as act strategically. Drawing on challenging moments when difficult decisions have been faced by company executives, Michael Useem identifies what it takes to lead in a business environment plagued with ambiguity and change.

FACULTY:



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

Advanced curriculum

About

The Advanced Curriculum is the core of the University of Shopping Centers. For 50 years, ICSC has offered a menu of courses at the University of Shopping Centers in subjects that include retailing; leasing; finance; asset management; property management; law; marketing; and development, design and construction. These core courses, known as our “200 series” are ideal for the shopping center professional who has five or more years of experience in the shopping center industry, but needs to broaden their knowledge and receive the most current information on specific subjects.

These courses will also prove to be especially useful to those who have been tasked to taking on more responsibilities at work, and need to quickly immerse themselves in the subject matter. You will be able to take back the learning and apply the principles and techniques learned in class when you return to the job, whether you are concerned about compliance with regulations, need to get a handle on financial and legal jargon, or need up-to-the-minute ideas about how to increase funds from operations.

Please take note of the course descriptions for each class. You decide which class or classes are right for your needs. But also...please take note of the faculty teaching these classes, and the biographies of the faculty shown in this program. You will find our esteemed volunteer faculty are individuals highly skilled in the field and recognized for their contributions in retail real estate.



Advanced curriculum – Retailing

Course CRA-201

Understanding the Retailer's Site Selection Criteria

Monday, March 4 9:00 am – 12:00 noon

Retail site selection is as much of a science as an art form. The more you understand the process and how retailers think, the more successful your deals will be. Leasing agents, retailers, developers and economic development directors will all gain valuable insight from this course. Taught by a leading retail real estate advisor, this class will show you:

- Which locations will work well and which will not
- What causes a retailer to select one site over another
- What elements do successful retailers look for when making their decisions
- How to efficiently use demographics, zip code analysis, visibility, access and traffic flow; comparative analysis and sales forecasting; applying profitability models and pro formas
- How to analyze socioeconomic trends, fashion statements and psychographics

FACULTY:



Steven B. Greenberg
President
The Greenberg Group, Inc.
Hewlett, NY

Course CRB-201

How to Attract Medical Facilities to Your Shopping Center

Monday, March 4 2:00 – 5:00 pm

Employment in healthcare is rising faster than any other field. Life expectancy is at a record high and the baby boomer wedge is consuming more healthcare than ever before. The coming implementation of the Affordable Care Act in the U.S. in 2014 will bring an estimated 40+ million new consumers to overfilling and outdated healthcare facilities. There are tremendous opportunities for developers, leasing agents and communities to seek healthcare practices, healthcare teaching institutions, hospitals, surgery and rehabilitation centers, nursing homes, seniors housing, and community wellness clinics to occupy wide swaths of vacant space found in malls, open-air centers and on the streets of American cities. Significant new development is needed to accommodate the long-term increased demand for health and wellness services.

In this class, you'll walk away with a better understanding how to determine the economics of leasing medical real estate, learn what lease terms are attracting the best tenants. Understand how the proper healthcare tenant mix will dramatically improve your merchandising mix resulting in higher retail tenant retention rates. And learn how to make the best deals with the right health and wellness real estate tenants that will benefit owner's and community's needs.

FACULTY:



Robert Matias
Senior Vice President of Retail Services
Equity Inc.
Columbus, OH



Chad Pinnell
Senior Vice President
Equity Inc.
Columbus, OH

Advanced curriculum – Retailing

Course CRC-201

Increasing Tenant Retention Through Evaluation and Assistance

Tuesday, March 5

9:00 am – 12:00 noon

Tenant retention is always important, but even more so today as we see a declining number of start-up retailers. Property owners and managers need to be aware of what's really going on beyond those shop doors—far beyond sales figures—and have a plan in place to intervene long before a tenant fails. In this course you will learn how one large property owner created a full tenant assistance program that increased retention and goodwill across an entire portfolio. We'll also review:

- The real key indicators for merchant evaluation
- How tenant evaluation programs can help avoid more costly remedies such as rent reduction and legal action
- How to determine a tenant's prospects for success before signing a lease
- Using the property management team to gather tenant intelligence
- How to start your own tenant assistance program
- True stories of tenants who went from rent relief to 200% revenue increases in just months
- You will also receive practical checklists that you can put to immediate use to evaluate your merchants and leave the class with proven tactics and resources to help support the business success of all types of merchants in your center

FACULTY:



Angel Cicerone
President
Tenant Mentorship, LLC
Miami, FL



Ronald Wheeler
Chief Executive Officer
The Sembler Company
St. Petersburg, FL

Course CRD-201

How Grocery and Drug Store Anchors Impact the Surrounding Retail

Tuesday, March 5

2:00 – 5:00 pm

Food and drug retailing continues to evolve—from smaller-sized grocery and drug stores to supermarkets, to modern drug stores with drive-up service, and supercenters operated by large retail chains that have an arsenal of personal products on the shelves spread over significant SKU's. Although consumers benefit from all the choices to buy shampoo or coffee, developers are faced with the choice of totally revamping their existing (and older) neighborhood centers, building more square footage in the anchor stores to add consumer appeal and meet the retailers' demand for space; refurbishing the look and feel of their centers; replacing under-performing anchors; or redeveloping the center's tenant mix. Through class discussion and case studies, we will explore such issues as:

- What do consumers want in their weekly shopping experience at the supermarket or drug store
- What are the tenant trends in grocery and drug store-anchored strip centers (from small neighborhood centers to trendy lifestyle centers)
- What are current center design trends that will maintain relevance for the coming years
- Where are the investment opportunities for developers and owners

FACULTY:



Norman M. Kranzendorf, ESQ.
ICSC Past Trustee
Chairman
Urdang Capital Management, Inc.
Plymouth Meeting, PA



Patrick W. Tupa, CDP
Divisional Vice President, Real Estate
Walgreen Company
Deerfield, IL



Donald P. Wright
ICSC Past Trustee
Senior Vice President, Real Estate and Engineering
Safeway Inc.
Pleasanton, CA

Advanced curriculum – Retailing

Course CRE-201

New Opportunities: Retailers Expanding Globally

Wednesday, March 6 9:00 am – 12:00 noon

Globalization of the retail real estate industry has affected all sizes and types of North American development companies. The opportunities for expansion across the globe abound. Because of the volatility of the world situation, there are many risks as well as rewards to developers. This class will cover situations when development companies and retailers have gone overseas. An important feature: how certain countries, developments and markets were chosen for investment. In this course, you will hear and discuss:

- How, when and why these development deals were made
- How and when overseas joint venture partners were brought in or strategic alliances made
- What financial and investment issues need to be addressed
- How some developers time the development of their expansion deal to coordinate and synergize with domestic growth
- The role of demographics, culture, and politics in making key investment decisions

FACULTY:



Glenn J. Rufrano
ICSC Past Trustee
President and Chief Executive Officer
Cushman & Wakefield, Inc.
New York, NY



Matthew B. Winn
Senior Managing Director
U.S. Retail Services Leader
Cushman & Wakefield, Inc.
Atlanta, GA

Course CRF-201

Evolving Retail Formats and Their Impact on Leasing Strategy

Wednesday, March 6 2:00 – 5:00 pm

To prosper, retail tenants must grow and evolve to serve the changing demands of consumers. With fundamental shifts in consumer demographics currently happening, coupled with dramatic shifts in retailer channel strategies, understanding the changing needs of retailers is critical to your leasing success. Understand the changing formats, deal structures and expectations of retailers from neighborhood specialty stores to global retail organizations. Learn who's making deals today, the types of centers they seek and who's downsizing or expanding. How should you assemble the proper space? What categories are producing? Where are big-boxes going? Which retailers are immune to online? How to create the right retail mix for a traditional regional center? Structure deals to take into account multi-channel retailing and "showrooming" to optimize returns for both parties. Six key topics comprise this course:

- Changing demographics and how they will impact the next decade
- The impact of e-commerce on retail and how to combat it
- How to repurpose anchor space for non-traditional anchors
- What are the categories that will drive center performance in the future
- Which retailers are growing and shrinking
- How deals have changed, and what's to come

FACULTY:



Keith T. Brandt
Senior Vice President – Retail Leasing
Forest City Commercial Group
Cleveland, OH



Alan McKeon
Chief Executive Officer
Alexander Babbage, Inc.
Atlanta, GA

Advanced curriculum – Retailing

Course LSA-201

How to Attract National Retailers

Monday, March 4

9:00 am – 12:00 noon

Because of declining physical attributes and escalating vacancies, some B and C centers—whether open-air or enclosed—tend to repel rather than attract national retailers. We'll show you what is necessary to restore confidence with national retailers. This class will cover such important issues as:

- The new developer's perspective as well as the national retailer's perspective
- Physical changes necessary without investing millions of dollars
- Co-tenancy strategies
- Allowances and rent structures that take into consideration the shopping center has passed the inflection point and will now follow a consistent upward trajectory
- Changes in existing tenant mix that cater to the demographics national players are seeking

FACULTY:



Elise Jaffe
ICSC Past Trustee
Senior Vice President, Real Estate
dressbarn
Suffern, NY



Brian Jenkins, SCSM
Regional Vice President
Simon Property Group
Boston, MA



Valerie Richardson, SCLS
ICSC Past Trustee
Senior Vice President
The Container Store
Coppell, TX

Course LSB-201

What Shoppers Want: Applying Customer Research to Drive Sales and Rental Income

Monday, March 4

2:00 – 5:00 pm

The course will utilize findings from shopper intercept surveys, online surveys, focus groups, secondary consumer studies and other data sources to demonstrate how center management, leasing and marketing can assimilate, integrate and act upon the data to:

- Optimize store and restaurant mix, based on dynamically shifting shopper patronage and preferences, price-point sensitivities, Fashion Stance and other mindset metrics, age and income segmentation, geographic segmentation, etc.
- Fine-tune center space allocation to align with market and consumer spending and merchandise category capacities
- Maximize shopping patterns such as frequency, competitive venue visit share, cross-shopping, online patronage, store visits, center spend, etc.
- Understand the “enhancers” and “detractors” that impact on the customer experience, including accessibility, parking, aesthetics, amenities, etc.
- Adjust marketing programs – especially in light of social, mobile and traditional media options, including site usage, sales/coupon sources, curated videos and other online options that change by the day

FACULTY:



David Lobaugh
President
August Partners, Inc.
Marietta, GA

Advanced curriculum – Leasing

Course LSC-201

Preparing a Pro Forma Leasing Plan

Tuesday, March 5 9:00 am – 12:00 noon

The leasing plan is a vital component to the overall business plan of a center or groups of centers. It sets the stage for tasks that need to be done to lease the center, bring revenue, allocate capital expenses for tenant improvement allowances, and assign responsibilities that assure that due dates are met. Special emphasis will be placed on preparing the budget of leasing activity, how to treat vacant rooms and expirations, and step-rent and CPI increases. This course will:

- Critique a leasing plan as it relates to the business plan, including the leasing strategy and preparing a narrative, the merchandising plan and focus of the lease-up, preparing a “hit list” of tenants
- Analyze strengths and weaknesses of merchandise classifications, productivity of merchandise category by percentage of GLA, percentage of center sales and percentage of total rent
- Discuss how to maximize the resources and skill of the leasing team to maximize the productivity of the leasing representative or broker responsible for securing tenant leases

FACULTY:



Robert E. Young, Jr.
Managing Director
The Weitzman Group
Dallas, TX

Course LSD-201

50 Tricks of the Trade to Lease Up B and C Centers

Tuesday, March 5 2:00 – 5:00 pm

In some communities, average annual household income is down. Or...demographics have changed. Or...big boxes have closed. Or...competition has syphoned market share. Whatever the reason, you are operating, managing or leasing a B or C center and rental income is diminishing. What do you do about it? This course will help you:

- Take a fresh look at the situation and help you come up with a new and revitalized leasing plan
- Learn to capitalize on the center's strengths
- Learn about the prospective tenants that can thrive in B and C centers and what type of rent structure can result in a deal
- Get a better handle on what shoppers seek in your center and then act to get the “right” mix of tenants to lease
- Evaluate making improvements to the operational and physical aspects of the center, so that retailer candidates pay proper attention to it
- Overcome deficiencies in your overall leasing approach

FACULTY:



Richard Wolf, SCLS
Senior Vice President, Leasing
Madison Marquette Real Estate Services, Inc.
Los Angeles, CA

Advanced curriculum – Leasing

Course LSE-201

Resolving Leasing Problems and Chronic Vacancies

Wednesday, March 6 9:00 am – 12:00 noon

How do we manage through expected and unexpected vacancies in our shopping centers during the recovery phase? What's the consumer telling us about today's most desired tenants and merchandising expectations? The challenges are great, but so are the opportunities. This class will teach you:

- Creative ways to deal with opportunities in an improving environment
- What types of retailers will thrive during an economic recovery, which make them ripe for a deal
- To develop a flexible merchandising plan and work toward an optimum tenant mix
- About implementing strategies that will fulfill tenant mix goals from space assemblage to satisfying co-tenancy issues
- How to successfully negotiate today's leasing 'hot buttons'

FACULTY:



Frederick W. Collings, SCLS, SCSM
Chairman, ICSC Certified Leasing Specialist (CLS)
Admissions and Governing Committee
Senior Vice President, Leasing
Irvine Company Retail Properties
Irvine, CA

Course LSF-201

What You Should Know About Structuring Restaurant Deals

Wednesday, March 6 2:00 – 5:00 pm

Whether in-line, out-parcel, regional mall, lifestyle center or strip/power-located, restaurants are an essential component of the vitality of the shopping center fiber. This course will use a case-study approach to:

- Develop a strategic and tactical process that helps property managers make better tenant improvement and leasing decisions
- Examine and evaluate restaurant tenant lease terms and profitability statements
- Establish key operational and performance tracking metrics
- Improve tenant/landlord relationships with expanded knowledge of the restaurant business
- Analyze sales potential relative to occupancy costs
- Better understanding of essential restaurant principles and operational cost percentages

FACULTY:



Michael J. D'Amico
Senior Restaurant Consultant
The Lamy Group, LTD.
Mandeville, LA

Advanced curriculum – Leasing

Course LSA-202

Unclogging the Leasing Pipeline for Maximum Results

Monday, March 4 9:00 am – 12:00 noon

Would you like to improve your leasing performance? Whether you're a leasing person, manager or executive, you will learn new ideas and procedures that can be implemented immediately throughout your organization. Recognizing that the brick-and-mortar leasing approach has permanently changed, we will discuss how to work smarter and actually take advantage of this paradigm shift. We will cover:

- How to harness Customer Relationship Management (CRM) software
- Developing a long-term "institutional memory" essential to the development of a true leasing pipeline
- Identifying relevant and expanding business uses
- How to implement a system to help leasing agents with organization and help monitor progress from first contact to lease agreement
- Proven sales techniques—not just "clerking information"

FACULTY:



Howard Makler
President
Makler Retail
Long Beach, CA

Course LSB-202

How to Compress the Timing from Lease Deal to Store Opening

Monday, March 4 2:00 – 5:00 pm

From the time you find a prospective tenant—to the day that the lease is signed—you will most likely devote a tremendous amount of time and resources that can be significantly curtailed. This course is designed to help you close the sale quicker and create more efficiency in the leasing process. While the morning LSA-202 course deals with the system, this LSB-202 course deals with the personal contact to make the sale. A long-time specialist in negotiating and closing lease opportunities will reveal:

- Many secrets on how to get your deals signed more quickly to follow-up to get a close
- How to initially research the tenant, its competitors and the market
- How to conduct a productive and concise initial meeting with the retailer or the tenant's retail team
- How to put a meaty, yet realistic win-win proposal in the hands of decision-maker(s)
- How to counter objections
- How to follow-up to get a timely closing

FACULTY:



Rene F. Daniel, SCLS
ICSC Trustees Distinguished Service Award Recipient
President
The Daniel Group LLC
Timonium, MD

Advanced curriculum – Leasing

Course LSC-202

Advanced Negotiation Techniques

Tuesday, March 5 9:00 am – 12:00 noon

Three experienced and sophisticated experts in commercial real estate transactions will discuss the elements of successful negotiating techniques from basic to advanced. While the emphasis will be on shopping center transactions, the session will prove useful to any commercial negotiation process. Negotiating techniques will be the focus of this course. Using an interactive format, leaders of this session:

- Will take the participants through the psychological and substantive aspects of the negotiating process
- Discuss positions and outcomes for successful results in creating deals
- Will use various “every day-every deal” issues in shopping center transactions (such as recapture rights, transfer rights and go-dark provisions) as a platform to explore the intricacies of the negotiation process in order to arrive at a win-win conclusion, satisfactory to all sides

FACULTY:



Christopher M. Conlon
Executive Vice President and Chief Operating Officer
Acadia Realty Trust
White Plains, NY



Seth D. Geldzahler
ICSC Trustee
Vice President – Real Estate
Bed, Bath & Beyond
Union, NJ



Jeffrey H. Newman, ESQ.
ICSC Trustees Distinguished Service Award Recipient
Chairman of the Real Estate Department
Sills Cummis & Gross PC
Newark, NJ

Course LSD-202

Specialty Leasing Techniques for Income Generation

Tuesday, March 5 2:00 – 5:00 pm



Attendees will receive a complimentary ICSC textbook to accompany the course material: ***Shopping Center Specialty Leasing***.

Specialty leasing and ancillary income have become a critical piece of the shopping center's net operating income. RMU programs, kiosks, mall as media and sponsored activities are found in shopping centers of all types and sizes today. Come away with:

- Methods of developing a program for your specific center and geographic location
- Successful strategies to incubate pop-up/temporary uses into permanent in-line deals
- How to capitalize on all aspects of ancillary income platforms, not merely RMU's and kiosks
- Specialty leasing administration from collecting occupancy fees to determining visual merchandising strategies
- Retailer/service prospects that will help you be creative with your specialty leasing, ancillary income and sponsorship programs
- Closing the deal; selling techniques to prospects that show they need you in this competitive marketplace

FACULTY:



Amy Jo Hall, SCLS, SLD
Senior Director, Local Leasing
GK Development, Inc.
Barrington, IL

Advanced curriculum – Finance

Course LSE-202

Identifying and Attracting the Appropriate Retailers and Developers

(for Economic Development Officials)

Wednesday, March 6 9:00 am – 12:00 noon



Attendees will receive a complimentary ICSC textbook to accompany the course material: **Retail Development Through Public-Private Partnerships**, by David G. Wallace.

What does it take to get your community on a retailer's radar? In this session you'll learn what retailers want to see in terms of a full market analysis of the retail area, how to assess the needs and desires of retailers and how to approach them, what consumer demographics should be highlighted, and what incentives and subsidies are likely to sweeten the deal and get them to sign on. We'll also discuss:

- What it takes to get "retail ready" —what kinds of amenities help make your community more attractive, such as parking, lighting, highway and road access, and retail competition
- Case studies of successful municipal retail attraction programs and development projects that have sparked investment at both the downtown and neighborhood levels and walk participants through exercises that will help participants immediately begin applying lessons learned

FACULTY:



Lawrence E. Kilduff, CDP, CSM
ICSC Distinguished Service Award Recipient
President
The Kilduff Company
Saukville, WI



Larisa Ortiz
Principal
Larisa Ortiz Associates
Jackson Heights, NY

Course LSF-202

Lease Workouts: Negotiating Rent Reductions, Concessions and Other Workout Solutions

Wednesday, March 6 2:00 – 5:00 pm

In today's economy, many leases in retail properties are in default or are at significant risk of termination. This course will examine:

- Solutions for dealing with the troubled leases between tenants and property owners and/or property managers
- How to plan a strategy and negotiate a successful lease workout
- How and when to compromise
- Assessing the impact of the loss of this tenant on the center's tenant mix: how important is it that we retain this store in this center?
- Is it ever best for space to go dark? How do you take advantage of newly opened space?
- Case studies and class discussion to bring key discussion points you can implement in your dealings

FACULTY:



Paul G. Harnett, SCSM
Senior Vice President, Asset and General Management
Madison Marquette
Charlotte, NC

Advanced curriculum – Finance

Course FNA-201

Disposition Strategies for Selling Non-Core Assets

Monday, March 4 9:00 am – 12:00 noon

For many reasons, certain assets need to be sold off but only at the right price to the owner. This course will help you to better understand the disposition dynamics of today and how to dispose of the property at the right price and at the right time. Discussion points include:

- How best to talk with banks and lenders who are holding the asset
- How to conduct your due diligence
- How changing market conditions may change your position and how to shift your strategy accordingly
- How to properly assess property value in today's market; in your asset category; and in your region
- How to put "the best face" on a distressed asset, so as not to appear as unloading
- How to work with your legal and asset management team and with partners to strike the best deal

FACULTY:



Spencer G. Levy
Executive Managing Director
CBRE, Inc. Capital Markets
Baltimore, MD



Philip D. Voorhees
Senior Vice President, National Retail Investment Group – West
CBRE
Newport Beach, CA

Course FNB-201

Capital Markets: From All Perspectives

Monday, March 4 2:00 – 5:00 pm

Once strictly the province of CFO's and their counterparts at the world's financial institutions, virtually everyone in today's shopping center industry requires an understanding of how money is obtained and deals are made. The reason is obvious—more of today's property professionals are required to understand a center's value and what that means in real dollars to the owner. Here is a course that cuts to the heart of the matter. Familiar terms such as interest rates and cap rates are put into new perspective as prospective lenders look at property and market performance to determine their decision. This is an outstanding opportunity to learn more about this challenging subject before you have to answer the real questions on the job. As a private owner, to obtain capital, you'll learn about:

- Debt and its relation to equity and how that affects potential property transactions
- Who has the money to lend and how developers can secure it
- CMBS 2.0 – what has changed
- Various refinancing alternatives and various approaches to underwriting

FACULTY:



Kieran P. Quinn
ICSC Past Trustee
Managing Director, Commercial Real Estate Finance
Guggenheim Partners
Atlanta, GA



Prashant A. Raj
Managing Director
Guggenheim Commercial Real Estate Finance
New York, NY

Advanced curriculum – Finance

Course FNC-201

Investing in Retail Properties and Structuring Partnerships

Tuesday, March 5 9:00 am – 12:00 noon



Attendees will receive a complimentary ICSC textbook to accompany the course material: ***Investing in Retail Properties: A Guide to Structuring Partnerships for Sharing Capital Appreciation and Cash Flow***, by Gary D. Rappaport, SCSM, SCMD, SCLS, SCDP

While real estate partnerships can be a great source of financing for your deals, managing those partnerships can be challenging if you're not properly prepared. Follow the entire process with examples of actual documents such as pro formas, sources and uses of funds, leasing assumptions and ARGUS projections. Examine the skills, desire and risk tolerance needed to build a successful development company.

- Determine priorities involving cumulative non-compounded returns and internal rates of return
- Understand the back-end promote and what types of fees are considered reasonable
- Discover how the development partner structured the deal, the fees, IRR returns and back-end rewards using "real" numbers
- Share appreciation upon refinancing or sale and cash flow year-round, calculate the projected return to investors and learn how the equity can be structured

FACULTY:



Gary D. Rappaport, SCSM, SCMD, SCLS, SCDP
ICSC Past Chairman
Chief Executive Officer
The Rappaport Companies
McLean, VA

Course FND-201

Financial Decision-Making: A Case Study of Choices

Tuesday, March 5 2:00 – 5:00 pm

Learn the principles of creating and measuring value in today's retail paradigm. We'll spend a good amount of time explaining the concepts of the time value of money, including net present value and internal rate of return and show you how to use them. Case studies and examples will be used to guide you through these key principles:

- Methods of appraising and valuing real property
- Financial pro forma structure, creation and management
- The keys to successful reforecasting
- Financing retail properties in today's environment
- The Real Estate Investment Trust (REIT) and its place as a retail ownership vehicle.

NOTE:

Please bring a calculator to class. Any make or model will do.

FACULTY:



Mario C. Ventresca, Jr.
Senior Vice President, Asset Management
PREIT
Philadelphia, PA

Course FNE-201

Better Understanding Lease Negotiation and Administration

Wednesday, March 6 9:00 am – 12:00 noon

The signed lease is the road map to revenues from your tenants. Prior to execution, the process of taking broad negotiated concepts and converting them into a formalized, detailed lease can be crucial to maximizing margins and meeting the expectations of your tenants. The lease administration function is the driving force behind identifying, collecting and accounting for those revenues. Being knowledgeable of the lease provisions that have an economic impact on your center and your company is essential to realizing these revenues. Lease administration professionals representing retail tenants or landlords, and those responsible for the income stream of shopping centers will gain valuable insights and greatly benefit from this course. Benefits of attendance include:

- Understanding lease clauses relating to minimum rents, percentage rents, recoveries, CPI increases, co-tenancy provisions, tenant kick out rights, defining tenant's proportionate share, expense exclusions, etc.
- You'll better understand the reasons behind negotiated provisions in the lease and how to administer your leases so that all agreed concepts in the lease document are correctly tracked, accounted for and substantiated through documentation.

FACULTY:



William M. Comeau, CPA
Executive Vice President and Chief Financial Officer
DLC Management Corporation
Tarrytown, NY



Howland R. Gordon, ESQ.
Senior Associate Counsel
DLC Management Corporation
Tarrytown, NY

Advanced curriculum – Asset Management

Course APA-201

Strategic Planning for Commercial Real Estate Companies

Monday, March 4 9:00 am – 12:00 noon

This course is perfect for those who work for a small, growing or smaller-size, private or public, shopping center or real estate management company, or for those companies who plan to go national. Created to help entrepreneurs and the management team prepare for expansive growth and plan for the future, incorporating real-world case studies and life experience from the faculty, this unique class will give you tools to help you achieve the maximum results in your strategic planning:

- Review and shine a fresh light on your business strategy and your company's organizational structure
- Assess your core competencies: are the right people in place, doing the most effective job, with the requisite people skills to meet the best interests of the organization?
- Integrate customer strategy and geographic strategy with your business strategy
- Ensure everyone on the team is on the same page and working on the most important goals and objectives, and completing strategies and tactics within a reasonable time frame
- How leaders lead: What lessons has the industry learned about leading the team to not just achieve but exceed measurable, reasonable and achievable business objectives set forth in the business plan?

FACULTY:



James E. Maurin, SCSM
ICSC Past Chairman
Chairman, Professional Development Committee
Chairman, Stirling Properties
Covington, LA

Course APB-201

Evaluating Lease Deals

Monday, March 4 2:00 – 5:00 pm

Making the best deal for each space in the shopping center is fundamental to increasing or maintaining value. Whether you are a financial professional evaluating a lease proposal or a leasing professional who is negotiating deals, this course will address your mutual interest in satisfying ownership's objectives. In addition to merchandising considerations, analysis of rent structures, additional charges, and tenant sales performance will be discussed. Tenant allowances and investment returns will also be covered. You will gain an understanding of the impact of new tenants on future sales performance. Key subjects to be covered include:

- Understanding the landlord's objectives in order to properly evaluate the deal
- Evaluation parameters – merchandising and sales vs. economic vs. financial performance measures vs. tenant credit analysis vs. the cover letter to ownership
- Understanding the landlord's position
- Selling the deal

FACULTY:



Charlotte B. Strain, SCSM, CPM, CCIM, RPA
Senior Vice President of Asset Management
The Rappaport Companies
McLean, VA

Advanced curriculum – Asset Management

Course APC-201

Critical Perspectives and Techniques in Asset Management

Tuesday, March 5 9:00 am – 12:00 noon

You will receive “hands-on” insights into a wide variety of practical issues and solutions facing asset managers in the retail world, all with the goal of influencing the bottom line and adding value. We will explore:

- Strategic and operational planning
- Budgeting, forecasting and cost control
- Center merchandising strategy and development
- Understanding ownership's goals and perspectives on the investment
- Return analysis and financial modeling
- Hold/sell analysis
- Industry and market trends
- Influencing the bottom line and creating value

The class format will be a combination of presentation, discussion, and group case study participation.

FACULTY:



David M. Short, CMD, CSM
Senior Vice President, Asset Management
Macerich
Santa Monica, CA

Course APD-201

Developing Your Center's Business Plan

Tuesday, March 5 2:00 – 5:00 pm



Attendees will receive a complimentary ICSC textbook to accompany the course material: ***Developing a Shopping Center Business Plan***, by Carl R. Esser, CSM and Pamela McKoin.

The business plan is one of the most important tools used in developing the short-term and long-term objectives for your property. This course will help you create the ideal plan that you can use to increase and maximize the return for the owner. It will define the building blocks of an ideal business plan and will explain the importance of a hold-sell analysis. The course syllabus will include:

- The key components of the plan
- How to use research in the leasing, development, operations and marketing strategy
- How to involve the various disciplines in formulating and monitoring the plan
- How to maintain consistency in comparing business plans for multiple properties that can be consolidated under one master plan

FACULTY:



Norine A. Bowen, CSM
General Manager, The Village at Allen/The Village at Fairview
The MGHerring Group, Inc.
Fairview, TX

Advanced curriculum – Property Management/Law/Marketing

Course APE-201

50 Proven Ways to Increase Funds from Operations

Wednesday, March 6 9:00 am – 12:00 noon

Net operating income is probably the most crucial bottom-line figure every type of shopping center monitors. This seminar will offer you “take away and apply” strategies that can be implemented with your team. Explore the concept of additional income with less expense from the simplest of common sense ideas to more complex strategic applications. An interactive session designed to integrate practical ideas from the class including real-life experiences and best practices. Bring these concepts on how to drive FFO/EBITDA/NOI back with you to your center, and be rewarded with a healthy increase in net income. Bring your ideas to this interactive session and benefit from group discussions. You will learn:

- How to map out a game plan to improve operational efficiencies
- Creative strategies to generate additional income
- Cost saving ideas to minimize your operational expenses
- How to get the most value for every dollar spent on products and services
- Using energy efficient improvements that lower tenant CAM charges and improve NOI
- How to generate short-term revenue from expected and unexpected vacancies
- When to outsource services for maximum efficiency

FACULTY:



Niall J. Byrne
President – Property Management
Retail Properties of America, Inc.
Oak Brook, IL



William T. Parks
Vice President, Property Management
Retail Properties of America, Inc.
Baltimore, MD

Advanced curriculum – Property Management/Law/Marketing

Course PMA-201

Leasing and Marketing in a Digital Age

Monday, March 4 9:00 am – 12:00 noon

Technology is changing and there are new tools created every day that will revolutionize the way you approach leasing and marketing retail real estate. This course will introduce the new technologies and digital/social media tools and share best practices from your peers on using them to network, market space, sign leases and drive traffic/sales. Here are some takeaways from the course:

- How to guide for B2B digital/social media to help market your listings and properties and prospect for new retail/restaurant concepts
- Introduce new tools for creating dynamic electronic presentations, 3D Mapping, getting the most out of your websites and more
- Figure out which tools/platforms work best for you – blogs, LinkedIn, YouTube, QR codes, text campaigns, etc.
- Case studies from leasing agents, brokers, developers and retailers on the successful use of technology and social media
- How to create your personal/professional brand and establish yourself as a thought leader in the industry and with the media

FACULTY:



James M. Farrell, CLS
Senior Director of Leasing and Brokerage
The Rappaport Companies
McLean, VA



Angela Herlth Sweeney, SCMD
Chairperson, ICSC Certified Marketing Director (CMD)
Admissions and Governing Committee
Vice President – Corporate Marketing and Communications
The Peterson Companies
Fairfax, VA

Course PMB-201

Marketing Strategies to Drive NOI

Monday, March 4 2:00 – 5:00 pm

Marketing is the method by which the shopping center connects to the customer. Without it, there is no relationship and business suffers. This class focuses on how marketing can really help drive property value. From sponsorship and specialty leasing to tenant retention to selling the property as an advertising medium—these are a few of the ways marketing is making a profitable contribution. More than a class on examples, you'll learn implementation methods to help you increase your own property's NOI. In the process, you'll learn how to increase your own value to your company. Special feature:

- The class will feature case studies showing you how to take advantage of such business opportunities as sponsorship; the center as the medium; specialty leasing; working with key retailers; computing overage and percentage rent vs. percent in lieu.

FACULTY:



Susan M. Houck, SCMD
Senior Vice President, Marketing
General Growth Properties, Inc.
Chicago, IL

Advanced curriculum – Property Management/Law/Marketing

Course PMC-201

The Contract: Acquisition, Development, Construction and Other Agreements

Tuesday, March 5 9:00 am – 12:00 noon



Attendees will receive a complimentary textbook, ***The Business of Shopping Center Law***.

Contracts are at the heart of all your business transactions. You have a handle on the essential business elements of your transaction, like price, time for performance, and other fundamental terms. But why do we need a 40-page document that seems to be only partially in English? This course will help you understand how all the apparent legal “boilerplate” could impact the success of your transaction.

This class will teach you:

- The essential elements of an enforceable contract
- To identify potential deal pitfalls in acquisition documents, including letters of intent, purchase and sale agreements and ground leases
- The complexities of the development process for a new project, including dealing with permitting authorities and negotiating development agreements with municipalities
- To recognize legal “gotchas” in other important agreements such as construction contracts, leases, REAs, SNDAs and lender-related documents
- The most efficient and effective way to use your legal team in contract negotiations

FACULTY:



Nancy M. Davids, ESQ.
Partner, Real Estate Practice Group
Goulston & Storrs, P.C.
Boston, MA



Susan C. Murphy, ESQ.
Counselor
Brennan, Dain, Le Ray Weist, Torpy & Garner, P.C.
Boston, MA

Course PMD-201

The Economics of a Lease: Rent, Escalations and Pass-throughs

Tuesday, March 5 2:00 – 5:00 pm

Economics are the heart of any lease transaction. Whether landlord or tenant, you'll learn the strategies and tactics of negotiating monetary provisions, including minimum and percentage rent clauses, security deposits, operating costs, real estate taxes and merchants/marketing fund payments. Key features of this course include:

- You will be led through an analysis of the key elements of each of the lease provisions: base rent, percentage rent, operating costs, real estate taxes, marketing funds, security deposits, utilities and services and tenant improvement allowances and their monetary impact interrelationship with the net return to the landlord, as well as to the tenant
- Sample clauses, included in the materials, will be distributed and dissected in an effort to analyze their strengths and weaknesses

FACULTY:



Robert M. McAndrew, ESQ.
Vice President, Real Estate Law
Ross Stores, Inc.
Pleasanton, CA



Oscar R. Rivera, ESQ.
ICSC Trustees Distinguished Service Award Recipient
Chairman of the Real Property Practice Group
Siegfried, Rivera, Lerner, De La Torre & Sobel, P.A.
Ft. Lauderdale, FL

Advanced curriculum – Property Management/Law/Marketing

Course PME-201

Liability Issues for Landlords, Tenants and Property Managers

Wednesday, March 6 9:00 am – 12:00 noon



Attendees will receive a complimentary ICSC textbook to accompany the course material: ***Shopping Center Landlord and Tenant Legal Issues***.

This class will cover liability concepts relating to operational issues which concern all landlords, tenants and property managers. A sound risk management program consists of identifying and minimizing risks and how to document your operations in order to defend claims once they occur. Time permitting, other issues raised by the attendees will be discussed. Discussion topics will include:

- Liability and compliance obligations
- Security requirements, including OSHA
- Value-added security suggestions
- Effective communication strategies

FACULTY:



Michael D. Horvath, CSE, CHCM
Senior Vice President, Risk Management
Simon Property Group
Indianapolis, IN



Mary T. Pipino, CPCU
President and Chief Executive Officer
Donald P. Pipino Company, LTD
Boardman, OH

Course PMF-201

Use Clauses, Exclusives and Other Operating Covenants

Wednesday, March 6 2:00 – 5:00 pm

Use clauses, exclusives and operating covenants present some of the most difficult, controversial, and intractable provisions in negotiating shopping center leases. Two expert faculty members will discuss the legal and business issues surrounding these clauses. The faculty will present expert, cutting-edge solutions to the issues raised by these clauses on an interactive basis with attendees. This session will include:

- Discussion of both the legal and business implications of these clauses
- Impact of these clauses to the development, expansion, repositioning, financing, re-leasing, and disposition of shopping centers
- Current approach of these clauses and landlord response

FACULTY:



Victoria S. Berghel, ESQ.
Attorney at Law
Chattanooga, TN



Gail Stern, ESQ.
Attorney at Law
Rosenberg/Martin/Greenberg, LLP
Baltimore, MD

Advanced curriculum – Development, Design and Construction

Course CDA-201

Evaluating Energy Efficiency Systems and Paybacks

Monday, March 4 9:00 am – 12:00 noon

In this course, the instructors will present the basics for evaluating energy efficiency projects and the financial analysis that the CFO will want to see in determining whether to invest in the project. Learn the fundamentals in reading and interpreting electricity bill data from kWh to kW. Much of the “low hanging fruit” can be garnered simply by understanding your bill. Become familiar with your demand charge, if there is a demand ratchet, tips for managing peak demand by curtailing load or use of co-generation assets, power factor cost, etc. and how they impact return on project cost. Learn how to evaluate consumption and identify wasted energy use to become a more efficient user of electricity. Topics for discussion will include:

- Management of utility bill data, lighting retrofits, solar energy implementations with internal financing vs. a power purchase agreement
- How fuel cell technology works and how they might be deployed
- Insight regarding identification of best use of capital when comparing competitive projects business plans?

FACULTY:



Jeffrey M. Bedell, LEED AP, CEM, CEP
Vice President, Sustainability
Macerich
Santa Monica, CA



Eric C. Buckner
Senior Director, Energy
General Growth Properties, Inc.
Columbia, MD

Course CDB-201

Project Management, Budgeting and Forecasting

Monday, March 4 2:00 – 5:00 pm

The business world has changed dramatically. Fact finding, decision making and execution require each of us to have diverse skills. Technology has created opportunity to employ powerful tools into many facets of our business. Project management is very much a critical part of the retail business. This course is specifically designed for more senior level project management professionals interested in further expanding their knowledge base and participating in real-world problem solving. Project management involves operating in a broader context than the project itself. The course concludes with students participating in simulation exercises. Keys to this course include:

- What does project management mean to you and your organization?
- General management skills and project management
- Project phases
- Classroom activity brings the principles home to you and shows you how to apply the principles in real-world situations when you return to work

FACULTY:



Ralph J. Conti, CCIM, CDP
Principal and Managing Member
Ra Co Real Estate Advisors LLC
Atlanta, GA



Stephen E. Gallant, SCDP
Chairman, ICSC Certified Development, Design and Construction Professional (CDP) Admissions and Governing Committee
Vice President, Facilities Development
JoS. A. Bank Clothiers, Inc.
Hampstead, MD

Advanced curriculum – Development, Design and Construction

Course CDC-201

The New Realities of Developing and Operating Mixed-Use Projects

Tuesday, March 5

9:00 am – 12:00 noon

We are evolving into a more urbanized environment, which can be enhanced by utilizing principles of “smart growth” and attention to community and neighborhoods. More than ever, suburban consumers are considering the option of living in a more human-scale environment, where one works, lives and plays within one convenient area. Building exciting urban in-fill projects and selectively in-filling suburban Main Streets is the new wave of development. This course is taught by a retail developer with much first-hand experience in mixed-use projects. You will be able to contribute to an open discussion of project implementation techniques, and address your unique challenges, problems and solutions of the critical processes in mixed-use. The class will provide you with:

- The basics of when, why, where and how to develop a retail mixed-use project
- The basic process of mixed-use, including: components of mixed-use, entitlements, economics, design, leasing, marketing, constructing, managing and more

FACULTY:



Yaromir Steiner
ICSC Past Trustee
Chief Executive Officer
Steiner + Associates, Inc.
Columbus, OH

Course CDD-201

Construction and Tenant Coordination

Tuesday, March 5

2:00 – 5:00 pm



Attendees will receive a complimentary ICSC text-book to accompany the course material: **Shopping Center Tenant Coordination**, by Karen M. Scott, SCDP, SCMD, CSM.

Your job, once the lease is executed, is to get the tenant to open at the soonest possible time to achieve an earlier commencement date. This is a top priority because it impacts the net operating income. This overview of the construction process details the responsibilities of the landlord and the tenant, as well as the project design, scheduling and tenant coordination process. In this class:

- Specific terminology is explained
- The impact of tenant design plans on construction costs is explained
- You will learn how to bid and negotiate construction contracts
- Discussion of how to work with contractors to ensure the timely completion of work and the influence that the type of project (new development, renovation or expansion) has on the construction process

FACULTY:



Roger Vanderklok, AIA, SCDP, ICC
Director of Tenant Coordination
PREIT
Philadelphia, PA

Advanced curriculum – Development, Design and Construction

Course CDE-201

Advanced Development Techniques – Acquisition to Opening

Wednesday, March 6 9:00 am – 12:00 noon

Site selection and acquisition, feasibility and due diligence, entitlements and the regulatory environment, design, permits and construction—all far easier said than done. Given today's economy, a detailed approach to the overall development of any project—whether ground-up or renovation—requires “best of class” skills, judgment and a well-executed plan. This course will focus upon the art, science and best practices of retail development and project management. It is intended for experienced developers and project managers who wish to explore further into the “forest and the trees” of successful retail development, design and construction. Topics will include:

- Project concept, strategy and command/control/communications
- Getting organized: checklists, master documents, schedules, web-based management systems
- Site acquisition, due diligence, concept/schematic design, financial analysis and entitlements
- Project management – team assembly, contract negotiations, and construction administration
- Design – value engineering, working drawings and permits
- Leasing – restrictions, covenants and lease negotiation
- Project close-out – avoiding the “goal line fumble”

FACULTY:



Gordon T “Skip” Greeby, P.E., SCDP
ICSC Trustee
President
The Greeby Companies, Inc.
Lake Bluff, IL



Bruce D. Pomeroy, CDP
ICSC Trustee
President
Evergreen Devco, Inc.
Glendale, CA

Course CDF-201

Redevelopment of Open-Air Centers: A Case Study

Wednesday, March 6 2:00 – 5:00 pm

In this study of the redevelopment process, we will explore the analyses undertaken and the tools employed to create value in underperforming mall and open-air retail properties. Through multiple case studies, we will examine the strengths, weaknesses and opportunities presented by real world redevelopment scenarios. More than a re-tenanting exercise, the redevelopment evaluation will look into the broad range of factors that must be considered, including:

- Changing demographics/psychographics
- Retailer and customer perceptions
- Competitive threats
- Emerging technology
- Image and brand and ultimately, return on investment

FACULTY:



Emerick J. Corsi, Jr.
President
Forest City Retail Services
Cleveland OH



William P. Voegelé
Vice President, Development
Forest City Commercial Development
Cleveland, OH

Fundamental curriculum



About

Do you have rising stars in your team that you want to help accelerate their growth? Are you a rising professional, or someone ICSC calls “The Next Generation”, wanting to gain a handle on the essentials that govern the shopping center industry and looking to get yourself promoted? Are you fairly experienced but require learning the fundamentals in such subjects as retailing, finance, construction, leasing and the development process? Then our new Fundamental Curriculum is worth a look.

Twelve courses carefully chosen for your consideration by ICSC’s deans and faculty comprise the Fundamental Curriculum. Class size is limited to heighten the learning. The faculty in this Curriculum is highly experienced in training, both at ICSC and within their company. For as little as \$140 per course, participants will receive top-notch, world-class basic education that will prove invaluable throughout their career.

As with all University classes, they are interactive between the students and the instructors. This is particularly beneficial in the Fundamental Curriculum, as the participants in most cases will learn by doing (small group exercises, simulations, mock presentations, case studies, etc.) as well as listening to the wisdom and vast knowledge of our faculty.

Looking to bring a team of rising stars from your company to the ICSC University?

Check out our special grants program, whose value is up to \$2,500 for use by our member companies.

See page 56 for more information.

Fundamental curriculum – Retailing/Leasing/Development

Course RLA-101

Prospecting for and Developing New Tenants

Monday, March 4 9:00 am – 12:00 noon

Understanding your shopping center's story requires critical thinking. The process begins with a thorough understanding of the market. This course will teach you key concepts you need to know, including:

- Reading a market study with more depth and clarity
- Mapping a targeted retail strategy
- Crafting the proper merchandise mix for your center
- Using your center's story to capture market demand, navigate through market competition and define a targeted tenant mix
- Identifying the pitfalls of selecting strategies, mix or tenant prospects that are not supported by the market or your plan
- Balancing desired merchandise mix and tenant prospects with economic and market reality
- Case studies covering key issues for tenants and landlords when merchandising a center, including lease plans, deal terms, co-tenants and pro formas
- An interactive approach will allow you to practice selling your center's story to tenant prospects

FACULTY:



Jordan S. Claffey, CLS
Vice President
Thor Equities
New York, NY

Course RLB-101

Lease Negotiating Basics

Monday, March 4 2:00 – 5:00 pm

Are your negotiating skills limiting your ability to grow professionally?...to expand your income?...to resolve tenant disputes?...to maximize the rent? This class will improve your skills through classroom exercises and role playing—to help you close more deals by teaching you how to create a “win-win” lease deal. Beyond just reviewing what are the seven phases of successful lease negotiations, you'll learn how to:

- Manage your deals at a acceptable level of risk
- Discover the easy and least significant “give-in” points
- Manage risk by standing firm on those “must-have” points
- Develop critical techniques to build and win consensus among key participants in the negotiating process
- Learn key pointers for negotiating many diverse situations for shopping center professionals

FACULTY:



John-david W. Franklin, SCLS
Senior Vice President
Madison Marquette
Philadelphia, PA

Fundamental curriculum – Retailing/Leasing/Development

Course RLC-101

Retailing Principles and Practices

Tuesday, March 5 9:00 am – 12:00 noon

Get up to speed in the fundamentals of the retail industry. After an overview of the retail business, we'll go through the various retail classifications and systems, the retailer's major concern points, and merchandising. A key feature of this course is to understand how to work effectively with retailers; how to maximize their retail sales potential and how to effectively use the retail calendar for mutual benefit. You'll also learn:

- The elements of retailing, including principal types, ownership structures and industry-specific terminology and applications
- An overview of retail math—merchandise breadth, depth and criteria, calculating price points, and the cost and payback of advertising
- The retailer's buying and distribution process
- Key points of merchandise presentation and selling on the retail floor
- The components of a retailer income statement and the primary goals of shopping center professionals as they relate to retail productivity and tenant retention

FACULTY:



Karen M. Janes
Vice President, Real Estate
Gap, Inc.
Brampton, ON



Natalie M. Turpan
Senior Vice President of Real Estate and Leasing
Phillips Van Heusen Corporation
Bridgewater, NJ

Course RLD-101

The Development Process from Site Selection to Occupancy

Tuesday, March 5 2:00 – 5:00 pm

This interactive session is focused towards projects that are acquired through the assistance of the Redevelopment Agencies (eminent domain) or without City assistance. We'll discuss the knowledge needed by the developer of a shopping center to properly discharge his or her duties and responsibilities in the pre-development through development and operational phases of a shopping center—from land acquisition and financing to final completion of new or redeveloped retail project. Overview the many pre-development tasks, including discussion of a project's pro forma, site plans, assemblage of land and anchors, including design, lease-up plans—and proceeds through to the tenant move-in, financing, and operational phases. A case study approach is used as a basis for discussion; emphasis will be placed upon proper site plan layout for many different non-mall, retail and mixed-use centers. The participants will explore:

- The fundamentals and strategy of site designation
- Market research concepts of developer's criteria vs. tenant's needs
- Site plan preparation including evaluation of different project plans from developer's needs vs. tenant's desires
- Project due diligence with cities and special interest groups
- Discussion and review of pre-development and development tasks
- Major tenant issues
- Project pro forma discussion

FACULTY:



Arthur L. Pearlman
ICSC Trustees Distinguished Service Award Recipient
Chairman
Arthur Pearlman Corporation
Santa Monica, CA

Fundamental curriculum – Retailing/Leasing/Development

Course RLE-101

Leasing Strategies for Developing Tenant Representation, Rollouts and Marketing Shopping Center Listings

Wednesday, March 6 9:00 am – 12:00 noon

In an increasingly competitive marketplace, leasing strategies for tenant representation rollouts and shopping center listings must be meticulously developed and thoroughly implemented. Tenants rely on their tenant representation brokers to understand and effectively explain the importance of where demographics, shopping trends and individual market factors come together. Shopping center owners, on the other hand, have placed more importance than ever on a carefully curated tenant mix, strong anchor tenants and long-term stability. In this course:

- Learn the intricacies of crafting effective tenant representation rollout strategies and implementing successful marketing plans for both new construction and second generation shopping centers
- Explore the nuances of expansion plans for different use categories including, amongst others, food, apparel, service, etc.
- Learn how to create and populate effective target lists for leasing every asset class of retail real estate

FACULTY:



Douglas J. Green
Principal
Michael Salove Company
Philadelphia, PA

Course RLF-101

Preparing Effective Lease Proposals

Wednesday, March 6 2:00 – 5:00 pm

For those that have been in the business less than 2 years, the idea of a closing brings a level of excitement and fear. After the prospecting is done and a qualified tenant is ready, the real negotiations begin. This course is designed to help you execute the lease faster, achieve more frequent success, and create more efficiency in the lease process. A veteran leasing professional will provide in-depth knowledge on how to efficiently improve negotiation skills and get proposals signed. Learn how to determine who the decision makers are, how to prepare a solid written lease proposal, what to present to the retail committee and discover tips to close deals more effectively. Examples of proper and improper lease contracts will be reviewed. Participants will have an opportunity to openly discuss their experiences with lease proposals and receive expert insight.

- How to find who to talk to
- What you should and shouldn't say to the retail committee
- Samples of proper and improper lease contracts
- How to prepare a solid written lease proposal
- Tips to get deals done more effectively

FACULTY:



John M. Crossman
President
Crossman & Company
Orlando, FL

Fundamental curriculum – General Studies

Course GSA-101

How to Prepare, Review and Analyze a Center's Operational Budget

Monday, March 4 9:00 am – 12:00 noon

Whether you are bringing a project out of the ground and thinking through its pro forma or establishing a new budget for an existing property, there will be a myriad of interested parties. Lenders and owners alike will require a realistic budget to either secure their loan or guarantee returns to investors. Tenants will require information on recoverable expenses so they can budget accordingly. We will guide you in preparing the budget, a critical step in preparing your business plan as well as the goals and objectives for your asset. Where do you start?

How do you know if your center is competitive with occupancy costs of other similar centers? These questions will be a major topic of discussion with sample budgets shown of different properties. Your role in preparing the budget will vary, based according to what ownership or management dictates. It will involve interacting with people both within the management structure, plus outside vendors, labor unions, municipalities and utility companies. Understanding the security, maintenance, landscaping and capital needs of the property is only part of the budget, since understanding your tenant's ability to pay these expenses may also impact your overall business plan.

FACULTY:



Daniel I. Cetina, CSM
Executive Vice President
AWE Talisman
Miami, FL

Course GSB-101

Construction for Non-Construction Professionals

Monday, March 4 2:00 – 5:00 pm

This class will explain in practical terms the various roles of the construction manager, owner's rep, project manager, program manager, process manager and general contractor and how you need to interact with them on a development or re-development. You will walk away with a far greater appreciation and understanding of construction after attending this class. We will discuss:

- Pre-qualifications and the selection process
- Owner-contractor agreements and standard forms and how to analyze them
- The construction process: from pre-construction, schedule, sub-contractor selection, site and building construction, safety and quality control to close-out
- The entire process of construction, broken down and dissected, with a real-life property as the model

FACULTY:



R. Antonio "Tony" Marshall, SCDP
Principal
RAM Contracting Services
Baltimore, MD

Fundamental curriculum – General Studies

Course GSC-101

Managing to Owner's Objectives

Tuesday, March 5 9:00 am – 12:00 noon

This class is targeted to anyone who is looking to be successful within their organization. Whether you are in a REIT or a privately owned entity; and whether you are a third party management organization or a developer and owner of real estate, it is important to understand what the objectives of your owner(s) are. Knowing what the long- and short-term measures of success are, and in general what your owner's philosophical orientation to running the business is, will be important factors in your being successful. We will explore:

- Identifying what's important to the owner
- Looking for clues for what's important to the owner, if it's not explicitly stated
- Setting up measures of success
- Establishing a process for client/owner input and feedback
- Stressing the importance of having a communication plan
- The concept of "owning the business" and being a client manager, whether those clients are internal or external

FACULTY:



Eric J. Almquist, CSM
Senior Vice President – Asset Management
General Growth Properties, Inc.
Chicago, IL

Course GSD-101

The Lease and Its Language

Tuesday, March 5 2:00 – 5:00 pm

The lease is a complex document with everyday practical utility. The risk of not understanding its complexities—from either the landlord or the tenant side—is enormous and potentially harmful. This class will teach you in plain language:

- How to read, review, craft and modify the lease
- How to interpret provisions for enforcing lease requirements for both tenant and landlord
- How to identify tenant and landlord costs impacted by lease clauses
- How to use standard and clear language in the lease administration process
- A detailed review of key provisions and business points
- How to understand and apply terms during lease negotiations
- A case study to help you understand the most critical components of the lease

FACULTY:



Andrew Shedlin, ESQ., SCLS, SCSM
ICSC Trustees Distinguished Service Award Recipient
President
The Andrew Shedlin Companies, Inc.
Kildeer, IL

Fundamental curriculum – General Studies

Course GSE-101

Finance for Non-Financial Professionals

Wednesday, March 6 9:00 am – 12:00 noon



Attendees will receive a complimentary ICSC textbook to accompany the course material: ***Finance for Shopping Center Non-Financial Professionals***.

This course is an intro to shopping center financial management. Whether you are brand-new to the industry or have a few years' experience, there are always new financial concepts and terms being used around the office. This class will provide a foundation (or fill some of the cracks in your existing foundation) for your shopping center career. This class provides a great environment for non-financial professionals to get a basic understanding of the financial environment. In addition, financial or asset management professionals new to the industry could influence or even expedite their learning curves by attending. Knowledge is power more than ever and every company today should invest in the professional development of their team. Touching topics such as lease administration, financial benchmarking and financial ratios that are used regularly in the industry, the class gives students:

- A clear understanding of why each is important and how each impacts the cash flow and value of a property or portfolio
- Terms such as co-tenancy, minimum occupancy, natural and artificial breakpoints, slippage, shortfall, absorption, prohibited vs. restricted vs. exclusive uses—terms that are often used generically and interchangeably in our industry—will be demystified

FACULTY:



Kenneth S. Lamy
ICSC Trustees Distinguished Service Award Recipient
President
The Lamy Group, LTD.
Mandeville, LA



Jack Nugent
Director
Meridian Realty Consultants
Alpharetta, GA

Course GSF-101

Developing Effective Presentation Skills

Wednesday, March 6 2:00 – 5:00 pm

The ability to effectively communicate your ideas can make the difference between success and failure in almost everything you do. This is true whether you are presenting an idea to your company leadership, negotiating a deal, or leading a meeting of your peers, team or tenants. This course will:

- Demonstrate proven techniques you can use to improve your presentation and communication skills, whether speaking to three or to three hundred
- Illustrate how to apply these techniques in all types of interactions —with colleagues, clients and in business development situations
- Teach skills that range from preparation, to dealing with anxiety, to maintaining audience interest and involvement

FACULTY:



Charles Gwinn, SCMD, SCSM
General Manager,
Columbia Place/WestGate Mall Citadel Mall/Statesboro Crossing
CBL & Associates Properties, Inc.
Columbia, SC

Faculty biographies

The University of Shopping Centers is taught by an undeniably distinguished group of industry professionals. These experts in their respective fields represent some of the industry's leading companies. This year, we have added seven members of the faculty of The Wharton School of the University of Pennsylvania to our faculty. The faculty offers over 15 years of industry experience to ensure the highest quality, relevance and timeliness in every course. They promulgate excellence in commercial real estate and ICSC gratefully acknowledges their contributions.

FACULTY (EXECUTIVE LEVEL courses)

Professor Eugenie L. Birch, Ph.D. is Co-Director of the Penn Institute for Urban Research (Penn IUR), to develop and support programs in urban-focused research, instruction and outreach. Penn IUR is known for its ability to serve as a voice, convener and laboratory for topics related to sustainable urban development, urban development strategies and anchor institutions. Professor Birch has contributed more than 20 books to the City in a 21st Century series at Penn Press that Susan Wachter and Eugenie Birch co-edits; and stimulated the creation of the Master of Urban Spatial Analytics program now lodged in the School of Design and other related activities.

Professor Barbara E. Kahn, Ph.D. is an internationally recognized scholar on variety seeking, brand loyalty, retail assortment issues and patient decision-making whose research provides marketing and business professionals with a better understanding of the consumer choice process. Kahn has published more than 50 articles in leading academic journals. She co-authored *Grocery Revolution: The New Focus on the Consumer*, a book that chronicled the dramatically changing supermarket industry and outlined how consumers make choices within the supermarket.

Dr. Peter Linneman, Ph.D. is Professor Emeritus of Real Estate, at the Wharton School of Business, the University of Pennsylvania. He was a member of Wharton's faculty for 32 years, serving as the founding chairman of Wharton's Real Estate Department, and was the Director of the Zell-Lurie Real Estate Center for 13 years. He is the founding co-editor of *The Wharton Real Estate Review*. His lectures and research focuses on real estate and investment strategies. He has published over 80 articles during his career.

Professor Asuka Nakahara spent 19 years at Trammell Crow Company as a Partner and Chief Financial Officer. After leaving Trammell Crow in 1999, he became the Associate Director of Wharton's Real Estate Center and teaches an MBA course in Real Estate Development. He has received multiple "Excellence in Teaching" awards in the Wharton MBA program ratings. Professor Nakahara has served as a lecturer, panelist or moderator for Harvard Law School, New York University and several notable business and trade associations. As a private investor and advisor, he has assisted clients in a wide range of industries including investment management, international real estate, and private equity. He co-founded Triton Atlantic Partners to acquire distressed real estate throughout the U.S. and Caribbean.

Professor Michael Useem, Ph.D. is the Director of the Center for Leadership and Change Management at The Wharton School. He is the author of articles and books on leadership and decision-making, including *Investor Capitalism*, *The Leadership Moment*, *The Go Point* and *The Leader's Checklist*. He is co-editor of *The India Way*. He works with a range of organizations in North America, South America, Asia and Europe on leadership, decision-making and governance.

Professor Susan M. Wachter, Ph.D. is head of Regional Planning at the School of Design at the University of Pennsylvania. Dr. Wachter is also the Co-Director of the Penn Institute for Urban Research. A former Chairperson of the Wharton Real Estate Department, Dr. Wachter has served as President of the American Real Estate and Urban Economics Association and co-editor of *Real Estate Economics*, a leading

academic real estate journal. In 2005, she received the Lifetime Achievement Award from the American Real Estate and Urban Economics Association. Wachter served as Assistant Secretary for Policy Development and Research at the U.S. Department of Housing and Urban Development. Dr. Wachter is the author of over 150 publications and is a frequent commentator on national media on real estate and urban trends.

FACULTY (ADVANCED LEVEL courses)

Rudolph Alberts, CSM currently serves as General Manager of Willow Grove Park, in Willow Grove PA, a Pennsylvania Real Estate Investment Trust (PREIT) property. Alberts' first involvement with the industry came in 1999 when PREIT, in partnership with ICSC, brought him on as an intern. Since then, Alberts has held multiple property management positions over a 13-year career with PREIT and relocated back to Pennsylvania in 2008 after serving as the General Manager of Orlando Fashion Square, in Orlando, FL. In addition to his property management role, Alberts manages PREIT's energy services function, which is responsible for the portfolio's energy procurement and sustainability initiatives.

Jeffrey M. Bedell, LEED AP, CEM, CEP is Vice President, Sustainability, Macerich. He has focused on Energy, Operations and Sustainability. Bedell became one of the first sustainability executives in the retail real estate sector, and has helped Macerich become a leader in this area. Before Macerich, his experience included sustainable development, utility account management, demand side management, commodity procurement, project development and implementation of energy efficiency, electro-technologies, cogeneration, central plants, thermal energy storage, controls, energy information systems and renewable energy. Mr. Bedell is a past chair of the ICSC Retail Green Conference Program Planning and Committee, and an instructor at the ICSC John T. Riordan School for Professional Development.

Victoria S. Berghel, ESQ. was General Counsel, Senior Vice President, CBL & Associates Properties, Inc., until 2012. Before joining CBL, she was the Vice President, Law, for Real Estate, Construction, and Environmental Affairs at Sears, Roebuck and Co. She was the Chair of the Maryland State Bar Association's Section of Real Property, Planning and Zoning. She taught a course on Real Estate Drafting and Negotiation at the University of Maryland School of Law, and is a frequent lecturer. Ms. Berghel is on the Advisory Board of The John Marshall School of Law LLM Program in Real Estate. She also is a member of the Law Conference Planning Committee for the ICSC, was chair of the Law Conference in 2004, and served as Dean of the ICSC University of Shopping Centers School of Shopping Center Law.

Norine A. Bowen, CSM is the General Manager for The Village at Allen and The Village at Fairview, The MGHerring Group, Inc. Bowen's career in retail and retail real estate spans nearly 40 years. In 2007, she joined The MGHerring Group as general manager and in March, 2008, opened Uptown Village at Cedar Hill, a 725,000 s.f. lifestyle center in Cedar Hill, TX. She was formerly employed at Westfield Corporation and the Taubman Company in various management positions. Earlier in her career, she worked for high profile retailers such as: The Disney Store, Copeland's Sports, Bare Escentuals, Banana Republic, Livingston Bros., and The Emporium.

Faculty biographies

Keith T. Brandt is Vice President, Retail Leasing, Forest City Enterprises. As a member of the leasing department at Forest City Enterprises for the last 12 years, Mr. Brandt currently oversees the leasing efforts, revenue projections and annual budgeting of 11 operating properties, which comprise more than 2.7 million sq. ft. of small shop GLA. Prior to joining Forest City Enterprises, Mr. Brandt spent five years with the Richard E. Jacobs Group in Cleveland, OH, leasing more than 10 properties.

Eric C. Buckner is Senior Director, Energy, General Growth Properties, Inc. He began his career in the shopping center industry 30 years ago with The Rouse Company. He served in many capacities, including operations, finance and strategic planning. He has developed a sophisticated procurement process for electricity and natural gas. Buckner improved the process for calculating tenant utility bills in conformance with the individual tenant leases and with local tariff rules. Through that process, the company has benefitted from many millions of dollars added to the ongoing revenue. He also has provided oversight in the company's effort to manage energy more efficiently and has developed programs that have enabled electricity consumption reductions in excess of 20% since the programs were enacted.

Niall J. Byrne is President – Property Management, Retail Properties of America, Inc. Byrne is responsible for the oversight of the property management, marketing and operation functions for a portfolio of over 300 properties, which aggregate to approximately 46,000,000 sq. ft. in 38 states. He is involved in the investment, development, acquisitions and joint venture initiatives for the company. He is a member of the ICSC NOI + Conference Program Planning Committee. Byrne is Dean of the University of Shopping Centers Advanced Curriculum in Property Management, Law and Marketing.

Angel Cicerone is President, Tenant Mentorship, LLC. The company provides a unique platform to assist retail property owners in increasing small tenant retention through programs ranging from one on one consulting with small shop tenants to the creation of portfolio-wide tenant assistance programs, including the creation of at-risk tenant profiles. She has over 30 years experience in advertising, marketing, sales and publishing as a business owner and corporate executive. She is the recipient of over 200 national and regional awards for creative excellence and entrepreneurship.

Frederick W. Collings, SCLS, SCSM is Senior Vice President, Leasing, Irvine Company Retail Properties. Collings has 39 years of retail leasing, asset management and development expertise in the shopping center industry. He is in charge of leasing the company's retail portfolio of 41 centers. Collings spent several years as Executive Vice President in charge of development leasing for the Westfield Corporation. Before that, Mr. Collings was a member of the executive leasing team for South Coast Plaza in Orange County, CA. Collings has been a faculty member of the ICSC School for Professional Development since 1992; served as Dean of the ICSC University of Shopping Centers School of Leasing in 2001; and is Chairman of the ICSC Certified Leasing Specialist (CLS) Admissions and Governing Committee and a member of the ICSC Education Advisory Committee. He is a Dean of the University of Shopping Centers Advanced Curriculum in Leasing.

William M. Comeau, CPA is Executive Vice President and Chief Financial Officer and Treasurer, DLC Management Corporation. Bill Comeau is responsible for overseeing all aspects of the company's financial operations, including financial reporting, tax planning, budgeting, investor relations and the appropriate use of capital. Prior to joining DLC, Comeau was director of joint venture accounting and finance at Kimco Realty Corporation. He has lectured at numerous seminars on financial matters and served on the faculty for the ICSC Finance for Non-Financial Professionals Seminar.

Christopher M. Conlon is Executive Vice President and Chief Operating Officer, Acadia Realty Trust. Conlon is charged, along with the executive team, with establishing and executing critical growth strategies. He is responsible for investments in suburban and urban retail and mixed-use redevelopment opportunities, in both existing and new markets, and responsible for the design and implementation of leasing strategies. Other disciplines within Acadia which report to him are construction and marketing. He joined Acadia with over 20 years experience in the retail real estate and development industry. He is a member of the ICSC Open-Air Conference Program Planning Committee.

Ralph Conti, CCIM, CDP is Principal and Managing Member, Ra Co Real Estate Advisors LLC. The company focuses on providing a multidiscipline of real estate advisory services to both private and institutional clients, and is active in select value-add acquisitions, joint ventures and property development. Prior to forming Ra Co, he served as Executive Vice President of Development for Kimco Realty Corporation. Conti has also held senior level executive positions with North American Properties, Developers Diversified Realty Corp., and Homart Community Centers. He has served on ICSC's CenterBuild Program Committee. He is Dean of the University of Shopping Centers Fundamental Curriculum in Retailing, Leasing and Development.

Emerick J. Corsi, Jr. is President, Forest City Retail Services. For over 30 years, Corsi has divided his time between leasing, asset management, development, and third party business in positions of leadership. He is responsible for directing and leading all company real estate services activities in the U.S. Additional responsibilities include all department store and big-box relationships for the development and re-development of all retail projects. He has taught at the ICSC Executive Learning Series, is a member of ICSC's CenterBuild Advisory Board, and serves on the Advisory Board of Central Michigan's Undergraduate Real Estate Program. Corsi is the Dean of the University of Shopping Centers Advanced Curriculum in Development, Design and Construction.

Michael J. D'Amico is Senior Restaurant Consultant, The Lamy Group, LTD. D'Amico is experienced in all aspects of commercial real estate, including retail shopping center leasing and sales, retail and office tenant representation, business sales and investments, and land acquisitions, focusing mainly on the restaurant industry. Mike D'Amico assists clients with developing new franchise concepts and expanding real estate opportunities for multiple national companies, and works with them on land acquisitions, construction, design and re-development consulting services for retail centers. He began his professional career with Steak & Ale and Houston's Restaurants, and founded, developed and was the operating partner of Cannon's restaurants and successfully operated them for 22 years.

Rene F. Daniel, SCLS is President and Founder, The Daniel Group, LLC, a 24-year old company that specializes in the leasing of shopping centers, including regional malls, specialty centers and mixed-use developments. Daniel is a recognized expert in the merchandising and leasing of regional and specialty centers, and does consulting for some of America's largest shopping centers developers. He was Dean of the School of Leasing at the University of Shopping Centers, is an instructor at John T. Riordan School for Professional Development-Leasing Institute, and served on the Certified Leasing Specialist (CLS) Admissions and Governing Committee, which created the CLS designation. Daniel also sits on the editorial board of *Shopping Center Business* magazine and wrote numerous articles and edited content for various trade publications. He received the ICSC Trustees Distinguished Service Award for Meritorious Service.

Faculty biographies

Nancy M. Davids, ESQ. is Partner, Real Estate Practice Group, Goulston & Storrs, P.C. Davids conducts a general commercial real estate practice, including representation of developers, lenders, landlords and tenants. Her practice is focused on the retail industry, including the construction of regional enclosed malls, strip centers, mixed-use, lifestyle centers and to the “de-malling” of enclosed malls. She has represented several national and regional landlords in the negotiation of ground leases, in-line leases, pad and outparcel leases, reciprocal easement agreements and site development agreements.

James M. Farrell, CLS is Senior Director of Leasing and Brokerage, The Rappaport Companies. Farrell provides landlord and tenant representation services for retail properties and mixed-use developments owned by affiliates of The Rappaport Companies, and by many local and institutional clients. With more than 20 years of retail real estate experience in the Washington, D.C. region, he is particularly skilled in conceptualizing and leasing new retail development from inception to completion, as well as invigorating existing properties in need of re-merchandising and creating big-box leasing strategies.

Stephen E. Gallant, SCDP is Vice President, Facilities Development, JoS. A. Bank Clothiers, Inc. Gallant has been in the new store development field for over 28 years and responsible for over 1,200 new store openings during his career. He has been responsible for many new store concept designs as well as associated store roll-outs. He is in the process of completing a fast paced roll-out, which includes up to 600 locations over eight years, developing a factory store roll-out and expanding distribution centers. Responsibilities include existing store maintenance, facilities maintenance and store planning. Gallant is Chairman of the ICSC Certified Development, Design and Construction (CDP) Admissions and Governing Committee and has taught for ICSC in the U.S. and in Chile.

Seth D. Geldzahler is Vice President – Real Estate, Bed, Bath & Beyond. Geldzahler has been with Bed Bath & Beyond since 1996. He is responsible for all real estate related issues with respect to over 1,400 stores and a national and international real estate growth program that is adding nearly 50 new stores a year, including stores for Bed Bath & Beyond, Christmas Tree Shops, buybuy BABY, Cost Plus World Market and Harmon Face Values stores. He is an ICSC Trustee.

Deborah J. Georgetti-Piro, CLS is Senior Vice President of Mainstreet for The Mills/A SIMON Company based in Chevy Chase, MD. In her position, Ms. Georgetti-Piro oversees the department which handles all short-term leasing and permanent kiosks for the Mills portfolio. She is responsible for its income generation, overall management and visual presentation. Prior to joining The Mills, Ms. Georgetti-Piro served as Vice-President of Business Development for General Growth Properties and Director of Specialty Leasing for Corporate Property Investors. She has a total of over 26 years of combined experience in permanent leasing, specialty leasing and sponsorship. Ms. Georgetti-Piro is an active member of the ICSC CLS Admissions and Governing Committee and is a University of Shopping Centers Dean of the Advanced Curriculum in Leasing.

Howland R. Gordon, ESQ. is Senior Associate Counsel, DLC Management Corporation, one of the fastest-growing private retail real estate companies in the nation and leases a portfolio of 117 open-air shopping centers in 31 states. Mr. Gordon joined DLC in 2002 and is currently responsible for overseeing the day-to-day operations of the leasing division of DLC's Legal Department.

Gordon T “Skip” Greeby, P.E., SCDP is President, The Greeby Companies, Inc., directing his company's efforts in development management, project management, and tenant coordination. His firm has provided services to institutional and private developers and retailers on over 400,000,000 sq. ft. of commercial, office, and industrial development throughout the country. Over \$50 billion of construction has been managed by his firm, with over 10,000 tenants successfully opened. Services are provided through a network of 400 professionals in 35 cities throughout the U.S. Greeby serves on the ICSC CenterBuild Program Committee as past Conference Chair, chairs the U.S. Design and Development Awards Committee, co-chairs the CDP Admissions and Governing Committee, is past Dean of the University of Shopping Centers School of Development, and serves on the Professional Development Committee. He received the ICSC Trustees Distinguished Service Award for Meritorious Service, and has taught at the John T. Riordan School for Professional Development in the U.S., India, China, and Turkey. Greeby is an ICSC Trustee.

Steven B. Greenberg is President, The Greenberg Group, Inc., a real estate advisory firm. The Greenberg Group performs strategic planning, market research, analytical studies, site selection and deal negotiation for clients throughout the U.S. They represent premier retailers including Crocs, Façonnable, Lalique, Kellwood Industries, Vince, Lumber Liquidators, Lacoste, Grom, and Dover Saddlery, and has represented Gucci, Puma, Barnes & Noble, Eddie Bauer, and White House/Black Market, among others. Greenberg has long-established relationships with nearly every shopping center company throughout North America. Sought out for his expertise, he has been quoted in *The New York Times*, *The Wall Street Journal*, *Fortune*, *Newsday*, *The New York Post* and *Women's Wear Daily*.

Amy Jo Hall, SCLS, SLD is Senior Director, Local Leasing, GK Development, Inc. Hall leads the ancillary income and local permanent leasing initiatives for eight shopping centers across six states. She has more than 15 years experience in real estate development, in both ground up development and established regional shopping centers. She was co-chair to the 2012 ICSC NOI+ Conference Program Planning Committee, and has hosted ICSC webinar sessions and panel discussions.

Paul G. Harnett, SCSM is Senior Vice President, Asset and General Management, Madison Marquette. Harnett possesses over 25 years of experience including more than 15 years in commercial real estate management, leasing, marketing and development across all asset classes (retail, mixed-use, multi-family and office) in both single and multi-property environments. Prior to joining Madison Marquette, he was a Senior Executive with Kane Realty Corporation, responsible for North Hills, a \$1 billion, 6 million sq. ft. mixed-use development. Previously Mr. Harnett held executive level positions with The Related Companies and managed a multi-property portfolio that included the Time Warner Center, a \$2.5 billion, 2.2 million sq. ft. development in New York City and City Place in West Palm Beach, FL. He worked for The Rouse Company, where he managed South Street Seaport, an urban retail mixed-use development in lower Manhattan.

Michael D. Horvath, CSE, CHCM joined Simon Property Group in 1987 as Director of Corporate Insurance. Over the past 25 years he has earned several promotions and today is part of Simon Senior Management, serving as Senior Vice President, Risk Management. He is responsible for the direction of all commercial insurance programs, as well as the formation of Simon's risk management and safety policies and practices. Horvath pioneered the creation of three Simon captive insurance subsidiaries which have underwritten various liability, property and worker's compensation risks retained by the corporation over the past two decades. These captives are aligned with Simon's strategic business initiatives and annually contribute to the company's operating results.

Faculty biographies

Susan M. Houck, SCMD is Senior Vice President, Marketing, General Growth Properties, Inc. Houck oversees all marketing efforts: advertising, public relations, strategic planning, community relations, digital marketing, and travel and tourism marketing. These initiatives are in collaboration with GGP's leasing team to complement efforts to attract the best retailer partners and drive customer traffic, such as Ala Moana Center (Honolulu); Tysons Galleria (Washington, DC); Glendale Galleria (Los Angeles); Water Tower Place (Chicago); and Fashion Show (Las Vegas). She has received awards and citations from The Rouse Company and MAXI Awards from ICSC. She was named Shopping Tourism Person of the Year for 2008 by Shop America Alliance (SAA) members. She spoke at the 2012 ICSC NOI+ Conference and is a member of their Program Committee.

Elise Jaffe is Senior Vice President, Real Estate, dressbarn, one of the nation's leading women's specialty store chains offering quality career and casual fashions at value prices. Jaffe oversees all aspects of dressbarn realty, including site selection and real estate deal negotiation nationwide. She has been with the company for 30 years. Jaffe is currently chair of the ICSC Community Outreach Committee, a past ICSC Trustee, and, in 2012 was inducted into the Outlet Industry Hall of Fame.

Brian Jenkins, SCSM is Regional Vice President, Simon Property Group, New England Region. Previously at General Growth Properties as Senior Vice President of Asset Management for the Central Region, and Executive Vice President of Development for Rouse Properties. Over his 27-year career, he has directed activities including property management, leasing, site acquisition and development with a greater emphasis on asset management and repositioning of retail and office properties. The majority of his career was spent at TrizecHahn, rising to Senior Vice President of Development. He was once located in Europe and directed the acquisition and development of eight major real estate projects. Jenkins was Associate Dean of the University of Shopping Centers College of Asset Management and General Studies.

Lawrence E. Kilduff, CDP, CSM is President, The Kilduff Company, LLC, and has been involved in retail and other commercial development projects, totaling millions of sq. ft. and with a total value reaching hundreds of millions of dollars. Kilduff's primary focus has been revitalization of distressed communities, urban and rural, to reproduce productive and sustainable communities through responsible property development partnerships of various kinds with communities, planners, and community-based organizations. He is a nationally recognized expert in issues concerning the revitalization of cities and other underserved markets, brownfield redevelopment, environmental issues and the planning process. He is past Chair of the RetailGreen Conference Program Committee and Chairman of the Environmental Committee, and recipient of the ICSC Trustees Distinguished Service Award for Meritorious Service.

Norman M. Kranzendorf, ESQ. is Chairman, Urdang Capital Management, Inc. He has had a distinguished career in the real estate industry spanning more than 50 years. He is chairman of the ICSC Bankruptcy Task Force. A founding member of the University of Pennsylvania Wharton School Real Estate Center, he served on its Advisory Board. Mr. Kranzendorf also serves on the Board of Directors of NAI Global, one of the largest commercial real estate organizations. He has written or co-authored a number of real estate books including *Retailer Tenant Bankruptcy*. He was a Contributing Author for several books and The U.S. Department of Commerce Handbook on *The Local Economic Development Corporation*. He is a past ICSC Trustee.

Spencer G. Levy is Executive Managing Director, CBRE, Inc. Capital Markets. Levy is responsible for overseeing and coordinating the activities of more than 300 investment sales and debt/equity finance professionals in the Eastern Region of the U.S. In addition to his duties in Capital Markets, Mr. Levy is the national head of CBRE's Restructuring Services initiative. Restructuring Services is CBRE's group that is focused on servicing both large financial institutions and government entities to assist them with real estate services required for both REO and whole loan assets. He is a frequent lecturer and panelist at real estate industry events and is often quoted in prominent real estate publications. Levy is past Dean of the College of Debt Workout, Transactions and Repositioning of Assets.

David Lobaugh is President, August Partners, Inc., founder of a market research and strategic planning firm specializing in shopping center and mixed-use development, redevelopment and revitalization projects, as well as branding and campaign development of retail property entities. He has conducted redevelopment/remerchandising, market/consumer study, strategic planning and branding/re-branding engagements for scores of properties nationally and internationally—from regional/super-regional malls to open-air, upscale lifestyle centers. Clients include CBL & Associates Properties, Inc., The Macerich Company, ING Clarion, Cousins Properties, Forum Development Group, Thomas Enterprises, Toys R Us, Cypress Equities, PREIT, River Park Square and the City of Spokane. Lobaugh teaches at the John T. Riordan School for Professional Development and has taught at the ICSC Executive Learning Series and spoke at the 2012 VRN Fall Outlet Convention.

Howard Makler is President, Makler Retail and brings a 30-year record of success in entrepreneurship and business development. Makler transformed experiential entertainment by pioneering a new video gaming environment called Howie's Game Shack, which quickly became the largest technology-based interactive game centers in North America. He engineered partnerships with Intel, Microsoft, Monster Energy, and Electronic Arts. He co-founded and was Chairman/COO of Excess Space Retail Services, the largest national company specializing in real estate disposition and lease renegotiation for retail chains. Makler was instrumental in establishing and maintaining key relationships with noteworthy chains including Kroger, Walgreens, The Gap, Staples, and McDonald's. In 2003 he was recipient of the prestigious "Rising Stars 40 Under 40 Award" by *Chain Store Age*. The media seeks his opinion—he has been featured on *CNN*, *Fox News*, *ABC* and *The Wall Street Journal*.

Bob Matias is Senior Vice President of Retail in Equity's Columbus, OH headquarters. Matias has been a leader in retail and commercial real estate for over 25 years, and has been actively involved in over 20 million sq. ft. of retail transactions throughout his career. This extensive experience allows him to serve the needs of retailers with expertise and market knowledge tailored to their exact needs. Matias' career began with a 17-year tenure at CB Richard Ellis, followed by the establishment of his own company. He has served national, regional and local clients. He has created a tenant representation service platform that has extended Equity's network to all major cities east of the Mississippi River. Matias has served three terms as the ICSC State Director for Ohio.

James E. Maurin, SCSM is Chairman and one of the founders of Stirling Properties. He served as the 2004–2005 Chairman of ICSC. He previously served as Vice President of its Southern Division and ICSC State Director for Louisiana. He is past Dean of the ICSC University of Shopping Centers School of Economic Development, current Chairman of the ICSC Professional Development Committee, and Dean of the Executive Curriculum of the ICSC University of Shopping Centers.

Faculty biographies

Robert M. McAndrew, ESQ. is Vice President, Real Estate Law, Ross Stores, Inc. Prior to joining Ross, he was Managing Real Estate Attorney of Limited Brands, Inc., where he was responsible for the preparation, negotiation and execution of leases for all divisions of Limited Brands, Inc. He is a speaker at various ICSC conferences and is a past Co-Chair of the ICSC Ohio Law Symposium and former Dean of the ICSC University of Shopping Centers School of Shopping Center Law. He formerly served on the ICSC Law Committee. He currently serves on the ICSC Law Conference Committee.

Alan McKeon is Chief Executive Officer of Alexander Babbage, Inc. which helps clients to understand consumer behavior and trends in order to develop effective leasing, marketing and development strategies. He is responsible for advising numerous developers and retailers on growth strategies both in the U.S. and internationally. Formerly European Manager for Nielsen Marketing Research, he is a speaker at various ICSC conferences.

Susan C. Murphy, ESQ. is Counselor for Brennan, Dain, Le Ray Weist, Torpy & Garner, P.C. Murphy's practice focuses on real estate development, leasing, land use, and real estate finance. In addition to her private practice, she has over ten years experience at the municipal level serving on a planning board and various development and planning committees, and advising on land use and real estate matters.

Jeffrey H. Newman, ESQ. is Chairman of the Real Estate Department, Sills Cumis & Gross P.C., a 150-lawyer firm with offices in Newark, NJ, New York City and Princeton. Newman's specialty areas include shopping center matters, commercial acquisitions and dispositions, leasing, financing and litigation strategy representing landlords, tenants and lenders. A frequent lecturer on various real estate, marketing and negotiating topics, author of numerous articles, he recently signed a three-book contract with Aspen Publishers, a leading information provider for attorneys. Two of the books, *Mastering the Art and Skill of Negotiation: A Guide to Negotiation* and *The Leadership Matrix*, are currently available. He received the ICSC Trustees Distinguished Service Award for Meritorious Service.

Larisa Ortiz is Principal of Larisa Ortiz Associates, a consulting firm dedicated to serving the public and private sectors in efforts to revitalize downtown and neighborhood business districts. Most recently, she has led two of the City of New York's award-winning training programs, the Neighborhood Retail Leasing Program and the Coro Neighborhood Leadership Program, the nation's first leadership training for commercial district practitioners. Ortiz is a visiting professor at the Pratt Institute and currently serves ICSC as the Public Sector Co-Chair for the New York State Alliance Program. Ortiz is the author of the *City of New York Department of Small Business Services Guide to Retail Leasing* (publication pending).

William T. Parks is Vice President, Property Management, Retail Properties of America, Inc., having spent over 30 years in property and facilities operations; the last 16 years in retail operations and management. Previous to his present position, he worked in various Management positions for national and local developers and managers including, The Rouse Company, Trammell Crow, and Faison Associates. Parks' work in property management includes operations and management of malls, strip centers and power centers. He currently oversees the management of 10.9 million sq. ft. of retail, mall, lifestyle and power centers, encompassing 12 states in the Northeast.

Chad Pinnell is a Senior Vice President at Equity Inc. His understanding of the healthcare markets has created the opportunity to bring medical facilities and retail centers together on one community-centric campus, leveraging a strong real estate development platform with like experience and an equal passion for understanding and building a modern delivery model for health and wellness. His career is focused on the sale and lease of medical and healthcare-related facilities within commercial real estate. In addition, Pinnell serves doctors who wish to own their own medical office buildings and individual investors seeking real estate investment opportunities. He has been successful in leading several medical office developments as a principal, as well as many projects owned by a third party but entrusted to him for leasing and project scope.

Mary T. Pipino, CPCU President and Chief Executive Officer Donald P. Pipino Company, LTD, is responsible for developing and implementing insurance and risk management solutions for nationally prominent companies in the real estate industry. Currently, the company's prestigious client list includes shopping center developers/owners/managers whose combined property square footage totals in excess of 400 million sq. ft. throughout the U.S. and internationally. She has guided the development of carrier programs incorporating coverages and endorsements tailored specifically to the real estate owners' business model.

Bruce D. Pomeroy, CDP is President, Evergreen Devco, Inc. and has more than 37 years of real estate development experience, focused on single tenant, community, and power center development, principally in the western U.S. with offices in Glendale, CA, Phoenix, and Denver. Evergreen regularly averages more than 25 projects under development. In addition to shopping centers, the company he founded has created extensive systems for national retail tenant rollouts, completing more than 270 freestanding stores for Walgreens, as well as completing new stores for Tesco's Fresh & Easy Neighborhood Market as lead developer. Pomeroy is also Managing Principal of Evergreen Communities, LLC, which is active in land planning and development. He is ICSC Western Division Vice President, serves on the Professional Development Committee, is a member of the CDP Admissions and Governing Committee, is an ICSC Trustee, and is past Dean of the ICSC University of Shopping Centers School of Development.

Kieran P. Quinn is Managing Director, Commercial Real Estate Finance, Guggenheim Partners. Quinn joined Guggenheim Partners and its affiliate, Pillar Multifamily, LLC, in 2011. He has established a national platform to originate commercial and multifamily loans for Guggenheim and its life companies. He was formerly with Walker & Dunlop as Vice Chairman and Executive Vice President, where he managed the Capital Markets Group. Previously, he served as President, Chairman and Chief Executive Officer of Column Financial, Inc. and Column Guaranteed. Column Guaranteed was a Fannie Mae DUS lender that Column acquired in 2003. Column Guaranteed merged with Walker & Dunlop in 2009. Mr. Quinn is past Dean of the University of Shopping Centers School of Finance, Accounting and Lease Administration for the University of Shopping Centers, Director of the ICSC Foundation, and is an ICSC past Trustee.

Prashant A. Raj is a Managing Director, Guggenheim Partners. Raj is the Co-Head of the CMBS Conduit Platform and has additional responsibility for the Banking and Advisory business. He joined Guggenheim in 2009. Previously, he was a Director of Credit Suisse in the Real Estate Finance and Securitization Group. Mr. Raj graduated First Class with a Bachelor of City & Regional Planning degree from the School of Planning & Architecture, New Delhi, India.

Faculty biographies

Kristi Rankin, SCLS, SCSM is President, Inland TRS Property Management, Inc., the property management subsidiary of Inland Real Estate Corporation which oversees the company's joint venture with PGGM, a leading Dutch pension fund administrator and asset manager. The IRC-PGGM joint venture is comprised of approximately 3.1 million sq. ft. representing \$470 million in asset value as of June, 2012. She is also Senior Vice President, Inland Commercial Property Management, Inc. the property management subsidiary of Inland Real Estate Corporation, a REIT specializing in open-air retail centers throughout the Midwest. Rankin is responsible for oversight of property management and operations functions for 149 neighborhood, community, power and lifestyle shopping center and single-tenant retail properties, with a value of approximately \$2 billion and 15 million sq. ft. of GLA. The portfolio is located primarily in the Midwest, with the greatest number of properties being in Chicagoland, totaling more than 9 million sq. ft. and the Minneapolis-St. Paul region, approximately 2.7 million sq. ft. She has over 20 years of experience in property management and leasing, and has been with Inland since 1990.

Gary D. Rappaport, SCSM, SCMD, SCLS, SCDP is Chief Executive Officer, The Rappaport Companies, heading a retail real estate company he founded in 1984. The company provides leasing, tenant representation, management and development services for more than 13,000,000 sq. ft. of retail space, located primarily throughout the mid-Atlantic region. Rappaport is the only ICSC Chairman to date to hold all four ICSC designations, SCSM, SCMD, SCLS and SCDP. He lobbies at the state and federal levels on many issues important to the shopping center industry. He teaches as a guest professor at Johns Hopkins University, Georgetown University, American University and the University of Michigan, and has served an Entrepreneur in Residence at the Wharton School of the University of Pennsylvania. He is a past ICSC Trustee.

Valerie Richardson, SCLS is Senior Vice President, The Container Store. Richardson is responsible for site evaluation and lease negotiation, as well as store design coordination and construction for The Container Store's nationwide store expansion program. Richardson was previously Senior Vice President – Real Estate and Development for Ann Taylor, Inc., where she administered the company's store expansion strategy for Ann Taylor and Ann Taylor Loft. Before her years at Ann Taylor, she was Vice President of Real Estate and Development for the Superstore Division of Barnes & Noble, Inc. Richardson has taught at the Executive Learning Series and is a past ICSC Trustee.

Oscar R. Rivera, ESQ. is Chairman of the Real Property Practice Group Siegfried, Rivera, Lerner, De La Torre & Sobel, P.A. Actively involved in ICSC, Rivera has served Florida State Director and Government Affairs Chair, a member of the Florida Government Affairs Committee, Florida Law Symposium Program Committee, Florida Conference Program Committee, U.S. Law Conference Program Committee, Chairperson of the International Conference of the Americas, the U.S. Law Conference and the Florida Law Symposium. He is also President of the Florida Shopping Center PAC and a member of the faculty of the ICSC Law for Non-Lawyers Seminar, past Dean of the University of Shopping Centers School of Shopping Center Law. Rivera is also an adjunct professor of real estate law at the University of Miami, School of Law. He is a recipient of the ICSC Trustees Distinguished Service Award for Meritorious Service.

Glenn J. Rufrano is President and Chief Executive Officer, Cushman & Wakefield, Inc. He is also a member of its Board of Directors. Rufrano was formerly Chief Executive Officer of Centro Properties Group and a member of its Executive Committee, and was Chief Executive Officer of Centro Properties Group U.S. He was responsible for the management, leasing, redevelopment and development of Centro Properties Group's U.S. portfolio. Under its acquisition by Centro Properties Group in 2007, Rufrano was Chief Executive Officer of New Plan Excel Realty Trust, Inc., as well as a member of the Company's Board of Directors. He is a past ICSC Trustee.

David M. Short, CMD, CSM is Senior Vice President, Asset Management, Macerich, with 25 years of industry experience with the company, serving in various marketing, property management, and asset management roles. Short oversees Asset Management activities for Macerich's national mall portfolio, including joint venture partner relationships, strategic planning and reporting, budgeting and forecasting, transactional matters, return analysis/pro forma modeling on development projects, lease restructuring and tenant bankruptcies, and other organizational initiatives. He has served on the faculty of the ICSC Finance for Non-Financial Professionals Seminar, and was a speaker at other ICSC events. He is Dean of the University of Shopping Centers, Advanced Curriculum, Asset Management.

Yaromir Steiner is Chief Executive Officer, Steiner + Associates, Inc. a development and property management firm he formed in 1993. Over the past years, the company has developed, more than four million sq. ft. of New Urban Retail projects. Deploying long-term vision, experience and creativity, Mr. Steiner and his team of more than 350 employees in six states, have elevated the tax base and exposure of urban and sub-urban communities alike by stimulating economic reinvestment and creating one-of-a-kind retail environments. He has taught at the ICSC John T. Riordan Global School for Professional Development in Istanbul, Turkey in 2011 and 2012, at the Executive Learning Series, and at the Master Developer Series.

Gail Stern, ESQ. is Of Counsel to the law firm, Rosenberg Martin Greenberg, LLP, where she practices with the real estate and business groups. Previously served as Senior Vice President, Legal for Limited Brands, Inc. She is a member and serves on the Board of Governors of the American College of Real Estate Lawyers (ACREL), and is past Chair of the Real Property, Planning and Zoning Section of the Maryland State Bar Association. She is also a member of the ICSC Law Conference Committee. Ms. Stern is co-author of *A Practical Guide to Commercial Real Estate Transactions*, (ABA Publishing), and a contributing author to *State-By-State Guide to Commercial Real Estate Leases*, (Aspen Publishers). She is a frequent speaker for ICSC, ACREL and other professional groups.

Charlotte B. Strain, SCSM, CPM, CCIM, RPA is Senior Vice President of Asset Management, The Rappaport Companies, serving as a lead company resource, working with current clients and third-party accounts toward the advancement of client relationships. In addition, Strain directs and oversees the day-to-day responsibilities of the Lease Administration and Property Management departments, which handle a portfolio of retail properties totaling more than 9 million sq. ft. and some 1,500 leases. She brings more than 20 years of real estate experience, holding top-level positions with Jones Lang LaSalle, AvalonBay Communities, Inc., and Cambridge Asset Advisors, L.P. She has experience in office, residential, mixed-use and retail property types. She was a panelist at the ICSC 2012 NOI+ Conference.

Angela Herlth Sweeney, SCMD is Vice President – Corporate Marketing and Communications, The Peterson Companies, responsible for conceptualizing, directing and implementing all aspects of the company's strategic marketing and communications plan across all platforms, including retail, residential and office. Sweeney has over 18 years of experience in business-to-consumer and business-to-business marketing initiatives and serving in leadership roles at Urban Retail Properties Co, The Rouse Company, The Mills Corporation and Madison Marquette. She is the Chairperson of the ICSC Certified Marketing Director (CMD) Admissions and Governing Committee and a member of the Program Committee for both the ICSC MOICIAL and NOI+ Conferences.

Faculty biographies

David C. Todd is the Director of Development Partnerships at DDR Corp. where he is responsible for sourcing, evaluating, and executing joint venture partnerships for retail development projects throughout the U.S. and Puerto Rico. Prior to joining DDR, David was with the Rebekke Company and the Rappaport Companies, both mid-Atlantic retail developers. At these companies David was responsible for development, re-positioning, and acquisition of over 1 million sq. ft. of retail and mixed-use space. Before entering the real estate industry Todd was a management consultant with Accenture and worked extensively throughout the U.S. and U.K. He is the founder and past chairman of the ULI Richmond Mentorship Program, founder and past co-chair of the ULI Richmond Educational Series, and ULI 2010 Vision Award Honoree. He has taught on LEED certification, the development process, and financial modeling.

Patrick W. Tupa, CDP is Divisional Vice President, Real Estate, Walgreen Company. Tupa was named in 2002 Divisional Vice President of Real Estate for Walgreen's in Puerto Rico, Florida, New York, Michigan, Ohio, Nevada, Northern California, Oregon, Washington and Idaho. His current duties as a vice president includes the oversight of North and South Carolina, Georgia, the Gulf Coast, Florida and Puerto Rico. Tupa has presented at the ICSC Executive Learning Series and is a past Dean of the University of Shopping Centers School of Open-Air Centers.

Roger Vanderklok, ALA, SCDP, ICC is a registered architect with over 30 years of experience in retail design and development. Prior to coming to PREIT in 2006, he had a private practice representing national and international retailers providing design, project management, and development services on retail and entertainment projects throughout the U.S. Formerly Vice President, Store Planning and Design for Taubman Companies, Inc., he has been involved in the design, development and construction of numerous upscale regional shopping centers. As Director of Tenant Coordination for PREIT, he provides oversight and direction to all tenant design and construction activities, landlord-directed construction, leasing and development support and design services.

Mario C. Ventresca, Jr. is Senior Vice President, Asset Management, PREIT. He oversees the company's portfolio of 51 wholly owned and joint ventured properties totaling 34.5 million sq. ft. This position involves supervision of the professional staff engaged in creating the property's strategic business plan; developing and implementing the property budget process; monitoring performance against budgets; designing and implementing the Revenue Lease Tracking Reports; recommending tactics for improving property net operating income and cash flow; and developing and implementing strategic redevelopment and repositioning programs. He is on the faculty of the John T. Riordan School for Professional Development, past Dean of the University of Shopping Centers School of Finance, Accounting and Lease Administration, and is a faculty member of ICSC's Finance for Non-Financial Professionals Seminar. He was a panel moderator at the 2012 NOI+ Conference. Ventresca is Dean of the ICSC University of Shopping Centers Fundamental Curriculum, General Studies.

William P. Voegelé is Vice President, Development, Forest City Commercial Development. An architect by education, Voegelé joined Forest City in 1989. Prior to expanding his role with the Commercial Development Group, he served as Vice President of Forest City's Tenant Coordination and Construction division, managing the design, construction and coordination of retail and office tenant activities within the group's portfolio. His primary focus is coordination of development activities for Forest City's most unique mixed-use collaboration. The Village at Gulfstream Park, a joint venture with Magna Entertainment Corporation, America's premier thoroughbred horse racing operator, combining open-air lifestyle retail and entertainment with a state-of-the-art thoroughbred horse racing facility and casino. The first phase of the \$1 billion project opened in 2010 and will ultimately include office, hotel and cinema components, as well as 1,500 residential units. He also shares development responsibility for Forest City's flagship mixed-use project, Tower City Center of Cleveland. He is a founding member of Pittsburgh's esteemed River Life Task Force, including his role on the Urban Design Committee and Acting Co-Chair of the Programming Committee.

Philip D. Voorhees is Senior Vice President, National Retail Investment Group – West, CBRE. Voorhees co-formed the National Retail Investment Group – West team, merging his private capital expertise and systematic marketing platform with a partner's deep experience with institutional clients and anchored centers. Concentrating primarily on the representation of sellers as listing agents, the team have sold more than 409 retail properties totaling approximately \$5.7 billion in value. The Private Capital Group headquartered in Newport Beach was CBRE's first Private Capital Group team nationally. Voorhees' extensive retail experience is particularly helpful to his clients seeking "value added" or repositioning opportunities or when selling complex retail projects.

Ron Wheeler is Chief Executive Officer of The Sembler Company in St. Petersburg, FL. As CEO, and member of the Board of Directors, Mr. Wheeler oversees acquisitions, development and property management for Sembler across the Southeastern U.S. and Puerto Rico. In his previous role as chief operating officer, Wheeler was responsible for managing the financial and operating areas of the company. Wheeler joined the Company in 1997 as vice president of investments overseeing all finance and investments sales activities. Prior to joining Sembler, he spent a decade in commercial real estate finance in the role of vice president of commercial real estate lending with First Union National Bank. He sits on the Advisory Board and a past member of the Executive Committee of the University of Florida's Bergstrom Center for Real Estate Studies, serves as a Board Member of the Real Estate Investment Council Tampa Bay and is an active member of the Risk and Insurance Management Society.

Matthew B. Winn is a leader of the regional retail brokerage platform and the retail consulting group at Cushman & Wakefield. He has been involved in billions of dollars in transactions as a trusted partner in the growth, operations and development of many companies throughout his 20-year career. Winn is responsible for all areas of the business including overall strategy, operations, business development and platform growth. An expert in multi-market transactions, Winn currently serves as the single-point-of-contact for the international expansion of clients including Abercrombie & Fitch and Nike, as well as the national site acquisition program of Tanger Outlet Centers. He is also the leader of the firm's joint venture with Envirocell, the world's premier shopper behavior agency. He has a broad range of experience in management, strategic planning, branding, investment and development focused on commercial real estate. He has completed a variety of transactions, including acquisition and underwriting, deal structuring, financing, development, leasing, management and sales.

Richard Wolf, SCLS is Senior Vice President, Leasing, Madison Marquette Real Estate Services, Inc., with over 38 years of experience in retail real estate and in-depth understanding of the industry, having worked for developers such as Macerich, Kravco, Homart and Enterprise Development Co. As Senior Vice President of Leasing, Wolf is responsible for the leasing activity throughout the western region and coordinates anchor-tenant relationships throughout the portfolio. Currently, he is involved in the leasing of centers in Orange County, West Hollywood, Seattle, Washington, St. Louis, Denver, Waldorf, MD, and Washington DC. He has served on the John T. Riordan School for Professional Development leasing faculty for over 15 years. Wolf is also on the Executive Committee for ICSC's CLS Admissions and Governing Committee, a member for the National Retail Tenants Association and serves on the Advisory Board for *Shopping Center Business*. Mr. Wolf is a guest speaker and lecturer at the University of Southern California and the Wharton School of Business.

Faculty biographies

Donald P. Wright is Senior Vice President, Real Estate and Engineering, Safeway Inc. Wright has been in the shopping center industry since 1975, holding a variety of positions at Safeway Inc. in both the U.S. and Canada. In 1991, Wright was promoted to Senior Vice President of Real Estate and Engineering for Safeway, Inc. He is responsible for the company's capital expenditures and real estate program in the U.S. and Canada. This includes market research and capital planning, real estate and development, construction and design. He is a member of the ICSC Professional Development Committee and past Dean of the ICSC University of Shopping Centers School of Development, Design and Construction. He has also taught a class at the ICSC Executive Learning Series in New York City and is a past ICSC Trustee.

Robert E. Young, Jr. is Managing Director, The Weitzman Group, one of the largest commercial real estate brokerage and related services firms in Texas, utilizing his extensive brokerage and management experience. He oversees general brokerage activities, coordinates project leasing with the director of leasing for Cencor Realty Services, works to increase the company's general brokerage presence, and develops and expands the company's divisions, specializing in income and office properties. In addition, he handles recruitment for the DFW brokerage operation and handles internal and external marketing and promotion efforts. He taught at the ICSC Executive Learning Series and is a past Dean of the University of Shopping Centers School of Leasing.

FACULTY (FUNDAMENTAL LEVEL courses)

Eric J. Almquist, CSM is the Senior Vice President, Asset Management for General Growth Properties, Inc. where he is actively engaged in the daily management and operations of GGP's portfolio of 130+ regional malls and lifestyle centers. He directly oversees budgeting and capital planning, contracted services, and purchasing for the company. During his 21+ year career Almquist has served in Management, Development and Asset Management capacities and has been involved in the development and management of numerous successful projects including super regional malls, lifestyle centers and mixed-use projects. In addition, he has served as a regional manager overseeing a portfolio of 16 regional mall properties in a six-state area, and he has worked with numerous third party owners and partners during his career. Almquist is currently serving on the ICSC CSM Admissions and Governing Committee. He has received one MAXI Award and one MAXI Merit Award from ICSC.

Daniel I. Cetina, CSM is the Executive Vice President for AWE Talisman. He has developed and managed world class properties such as the Dallas Galleria, in Dallas TX, Sawgrass Mills, the second largest tourist attraction in Florida, Grapevine Mills near Dallas, TX, Great Mall of the Bay Area near San Francisco, CA and Dolphin Mall in Miami, FL. At AWE Talisman, he is Executive Vice President where he is overseeing the management, leasing and redevelopment and development of a portfolio of properties with GLA in excess of 5 million square feet, including Fashion Outlets of Las Vegas; Fashion Outlets of Niagara Falls and Fashion Outlets of Santa Fe, NM; Miracle Marketplace as well as Fashion Outlets of Chicago opening in 2013. Previously, Mr. Cetina was Senior Vice President for The Swerdlow Real Estate Group, a privately held Real Estate Investment Trust where he was responsible for developing, redeveloping and managing a portfolio of retail properties totaling over six million square feet.

Jordan S. Claffey, CLS became a Vice President at Thor Equities in the fall of 2012. Prior to his present position, he was a Regional Vice President, Leasing, for the Mid-Atlantic Region of Brixmor Property Group, responsible for the leasing of approximately 2,800,000 sq. ft. of community and neighborhood shopping centers in Virginia, Maryland, and Pennsylvania. He was a Senior Leasing Associate at Brixmor from 2006 to 2010. Prior to joining Brixmor, Mr. Claffey worked in the retail division of Colliers Lanard

& Axilbund as a commercial real estate broker. Jordan Claffey was formerly a member of the Professional Golfers' Association of America (PGA). Claffey currently serves on the ICSC National Next Generation Advisory Board, Eastern Division Next Generation Chair. He formerly served as State Next Generation Chair (PA/NJ/DE) and Co-Chairperson of the ICSC Idea Exchange in Philadelphia (2011 & 2012).

John M. Crossman is President, Crossman & Company, one of the largest retail leasing, management, development, and marketing firms in the Southeastern U.S., with over 16 million sq. ft. of properties in Florida, Georgia, Alabama, South Carolina, and Tennessee. He supervises retail leasing and marketing initiatives for such clients as Publix, GE, PREIT, Florida Hospital, and Maury L. Carter & Associates and has recently completed similar services for The Villages. Crossman has been involved with more than \$1 billion in transactions. He has also held a national-state or regional-level ICSC leadership positions, including ICSC Alliance Co-Chair for the Southern Division and on the ICSC Foundation Board of Directors. He has been featured in *The Wall Street Journal*, *Forbes.com*, *Shopping Centers Today*, *Shopping Center Business*, *Florida Real Estate Journal*, *South Florida CEO*, *CBS News Radio*, *The Orlando Sentinel*, and each of the *Business Journals* throughout Florida, among others. Crossman has also been nominated as *Orlando Business Journal's* Most Influential Businessman and Top 10 Businessmen to Watch in Central Florida. He was the Roundtable Co-Chair to the ICSC 2012 NOI+ Conference.

John-david W. Franklin, SCLS is Senior Vice President, Madison Marquette, with overall responsibility for business development and relationship management for existing and new clients, new assignments with existing clients and new lines of business including strategic consulting services. He works directly with clients to ensure an understanding of investment objectives, sourcing acquisitions, developing growth strategies and meeting service needs, as well as overseeing the regional property management teams in the implementation of management and operational strategies to maximize property value and achieve ownership objectives. He was ICSC State Director for Pennsylvania, Delaware, and Southern New Jersey for 2010-2011, past Dean for the College of Leasing and Specialty Leasing for the University of Shopping Centers, instructor at the Executive Learning Series, and at the Leasing for Non-Leasing Professionals Seminar. He has taught at the John T. Riordan School for Professional Development in Mexico City and at the first ICSC Retail Conference in New Delhi, India.

Douglas J. Green joined the Michael Salove Company in 2004 as an associate and was made Principal in 2011. Green's work includes tenant and landlord representation, investment sales and development advisory services throughout the Greater Delaware Valley region. Throughout his career, he has handled initial market penetrations, strategic rollouts and disposition work for some of the most powerful and active brands in the retail and restaurant world including AMC Theatres, Citibank, CKE Restaurants, Equinox, Jimmy John's Gourmet Sandwiches, Qdoba Mexican Grill, Starbucks Coffee Company and Union Square Hospitality Group. Green has successfully leased and redeveloped every retail asset class from lifestyle and power to grocery-anchored and urban, and currently represents over 500,000 sq. ft. throughout the Delaware Valley region. He plays an integral role in day-to-day operations and strategic direction of the company and recently helped to successfully launch the firm's Advisory Services division. Green has facilitated and led leasing and retail consulting relationships with Brandywine Realty Trust, one of the largest publicly traded office REITs in the U.S. He is a committee member for the ICSC PA/NJ/DE Idea Exchange and is past co-chair of ICSC's PA/NJ/DE Next Generation Committee. Mr. Green is frequently quoted in industry-related publications and guest lectures on retail leasing and development at Villanova University.

Faculty biographies

Charles Gwinn, SCMD, SCSM is General Manager, Columbia Place/WestGate Mall/Statesboro Crossing, for CBL & Associates Properties, Inc. Over a period of over three decades, he has managed several regional malls, as well as authored mall management and staff development programs. Gwinn has been an asset to ICSC's Professional Recognition programs by volunteering to review content for the Certified Shopping Center Manager (CSM) Exam, scoring CSM exams, serving on the CSM Admissions and Governing Committee, as well as on the faculty for the domestic and global John T. Riordan Schools for Professional Development. He has taught in Thailand and in Singapore for ICSC. Gwinn is a frequent lecturer at the School of Retailing at the University of South Carolina for both undergraduate and Masters of Retailing classes as well as serving as Chairman of their National Retail Advisory Board.

Karen M. Janes is Vice President Real Estate, Gap, Inc., overseeing New York, the Midwestern region of the U.S. and Canada. Janes started with Cadillac Fairview in retail accounting and oversaw several Cadillac properties, then moved to leasing various shopping centers in Ontario. In 2000, she joined Gap Inc. and executed the Old Navy roll-out in Canada, expanded Banana Republic to Quebec, and most recently completed the first Gap and Banana Outlet deals in Canada. She has taught at the ICSC Leasing for Non-Leasing Professionals Seminar in Toronto. Janes is the Dean of the ICSC University of Shopping Centers Advanced Curriculum, Retailing.

Kenneth S. Lamy is President and Founder, The Lamy Group, LTD., a New Orleans area-based international financial management consulting firm. For over 29 years, he has developed specialized professional services including Retail Sales and Compliance Examinations, Ancillary Revenue and other related Special Financial Examination programs for clients throughout North America. Lamy participates actively—as a speaker, faculty member and in various leadership roles: State Director, Dean of the University of Shopping Centers School of Finance, Accounting and Lease Administration; and co-creator and long-time instructor for the ICSC Finance for Non-Financial Professionals Seminar, Conference Chair and Education Advisor for ICSC. He is a recipient of the ICSC Distinguished Service Award for Meritorious Service.

R. Antonio “Tony” Marshall, SCDP is Principal, RAM Contracting Services. RAM comprises certified development, design and construction professionals providing development management, project management, construction management, and tenant coordination services to commercial real estate owners, developers, and institutional real estate investors. Formerly the Vice President, Design and Construction with Glimcher Realty Trust and Group Manager/Senior Project Manager with the Whiting-Turner Contracting Company, Marshall is an experienced development, design and construction executive with over 24 years in the industry and has a strong background managing complex multi-million dollar projects across the U.S. He is a Program Committee Member for the ICSC CenterBuild Conference and Co-Chair of the Diversity and Inclusion Subcommittee.

Jack Nugent is Director, Meridian Realty Consultants. Nugent has been in the commercial real estate industry for more than 20 years. His business focuses on due diligence, lease audit and review, property transitioning, and property management consulting. He has previously served as controller for Faison & Associates of Atlanta and Director of Lease Accounting for DeBartolo Properties Management. He has worked within the organizations of many of the leading owners and managers of commercial real estate in the country on long-term consulting assignments, providing expert testimony on CAM, utilities and industry standard practice related issues. He was on the faculty of the ICSC Finance for Non-Financial Professionals Seminar for over a decade. He is Dean of the University of Shopping Centers Advanced Curriculum, Finance.

Arthur Pearlman is Chairman, Arthur Pearlman Corporation, focused toward the development of select retail real estate developments and currently developing over 3 million sq. ft. of shopping centers throughout California. Pearlman brings over 30 years of real estate experience, which involves development and ownership of retail and mixed-use shopping centers, including grocery-anchored neighborhood centers, mixed-use centers, state-of-the-art entertainment-based retail centers, and large, value-oriented power centers. Previously he owned an internationally-based consulting company focused towards the needs of the Fortune 500 CEOs. Pearlman was ICSC's California's State Director and served as Program Chairman. He serves on the Board of Directors for UCLA's Anderson Graduate School of Management, Real Estate Alumni Association and California Business Properties Association. He has been a frequent teacher and lecturer at both UCLA and USC's Graduate School of Business. Pearlman is a past Dean for the University of Shopping Centers School of Development, Design and Construction and recipient of the ICSC Trustees Distinguished Service Award for Meritorious Service.

Andrew Shedlin, ESQ., SCLS, SCSM is President, The Andrew Shedlin Companies, Inc., specializing in consulting on development and leasing of shopping centers for both developers and retailers. He is also an acknowledged industry leader in the field of airport retailing. Prior to forming his own company, he was Executive Vice President of Equity Properties and Development Company. Shedlin is a member of the faculty for the John T. Riordan School for Professional Development and a past member of the ICSC's Certified Leasing Specialist (CLS) Admissions and Governing Committee. He is a member of the ICSC Illinois State Committee and was previously State Director of the ICSC New York State Committee. He is a contributor to many articles relating to leasing, including *The Lease and Its Language*. Shedlin has taught at both Columbia University Graduate School of Business and Georgetown University Law School. He is a recipient of the ICSC Trustees Distinguished Service Award for Meritorious Service.

Natalie M. Turpan is Senior Vice President of Real Estate and Leasing, Phillips Van Heusen Corporation for all five PVH retail brands. These brands include Calvin Klein, Tommy Hilfiger, Van Heusen, Bass, and Izod. Prior to joining PVH, Turpan worked for Aéropostale, Inc. for 11 years. There she served as their Vice President of Real Estate and Leasing Services. At both PVH and Aéropostale, she created and/or managed several departments including the retail leasing department, responsible for locating and determining the financial feasibility for new store locations, as well as managing a portfolio of over 1,000 stores in the U.S. and Canada; the Lease Administration group; the Rent Accounts Payable and Rent Audit departments; and the Real Estate Committees.

Networking opportunities

MONDAY, March 4, 2013

Charles Grossman Lecture Series

- 5:15 – 6:00 pm Lecture
6:00 – 6:45 pm Wine and Cheese Reception

Attend the fourth year of a Lecture series honoring ICSC's Past Chairman, Charles Grossman, former Managing Director of ING Clarion.

Please indicate on the registration form if you are coming to the Charles Grossman Lecture Series.

TUESDAY, March 5, 2013

Certification Breakfast Mixer & Info Session

7:30 – 8:30 am

Don't miss this chance to learn about ICSC certification, receive take-home information, and talk about professional designations with others in the industry who are already ICSC Certified. RSVP online at www.icsc.org/2013MIX1.

Breakfast Roundtables

7:45 – 8:30 am

Discuss in a small group setting key issues concerning the industry. Check the ICSC University microsite www.icsc.org/2013UV for a current list of roundtable topics and leaders.



Exclusive Optional Educational Study Tour of Willow Grove Park Mall

Hosted by Pennsylvania Real Estate Investment Trust (PREIT)

- 5:00 pm Meet in the lobby by the front door of Houston Hall
5:15 pm Buses leave the University of Pennsylvania
8:00 pm Buses depart Willow Grove Park Mall

Willow Grove Park Mall is a superregional center that has been significantly transformed over the last 12 years. They have renovated, added a Macy's, upgraded the merchandise mix, and most recently added The Cheesecake Factory, Bravo, jcpennney, and Nordstrom Rack. The recent additions are housed in formerly vacant department store space. It is a case study of what center owners should be doing to address the vacancy issues they may be facing coming off of a difficult economy.

Tour Leader:



Rudolph Alberts, CSM
General Manager, Willow Grove Park Mall
PREIT
Willow Grove, PA

Please indicate on the registration form if you are coming on this optional study tour.

WEDNESDAY, March 6, 2013

SIGs (Special Industry Groups) Breakfast and Town Hall Meeting

7:45 – 8:45 am

ICSC's Special Industry Group (SIG) program offers you an opportunity to expand your knowledge and increase your career potential through interactive learning from those in the industry who are not only in the same profession but are committed to sharing their experience and genius with others in the field. You will have the chance to speak up about issues that concern you and question a distinguished panel of industry experts.

Moderated by:



Bruce D. Pomeroy, CDP
ICSC Trustee
President
Evergreen Devco, Inc.
Glendale, CA

Registration Information general info

Housing

ICSC has arranged special discounted room rates for all attendees. Book early and ensure you receive the discounted rate with no hidden fees or penalties while also securing the most convenient location for your stay and networking opportunities. Room inventory is limited. To reserve your room online, please visit the individual meeting registration site at www.ICSC.org/2013UV and look for Book Hotel Now. Or call the ICSC Travel Desk at +1 888 ICSC TVL (427 2885) ext 2, or internationally at +1 585 442 8900 ext 412 to speak with an event specialist Monday - Friday 8:00 am to 5:30 pm EST.

All hotel change requests or cancellations must be made in writing to the ICSC Travel Desk at DePrez Travel, the official housing bureau for ICSC, via e-mail at icsctravel@depreztravel.com or via fax at +1 585 442 8934 or with the hotel directly.

Please Note: Hotel reservations are independent of your registration. ICSC is not responsible for reserving or canceling hotel accommodations.

Airline Information and Assistance

For most events special air rates have been established for ICSC members. Please visit the individual meeting registration site at www.ICSC.org/2013UV and look for Book Air Now. Or call the ICSC Travel Consultants at the ICSC Travel Desk at +1 888 427 2885 (+1 585 442 8900) option 3 for the best flight options, professional expertise, and dedicated personal service (Monday - Friday 8:00 am to 5:30 pm EST).

Special Needs

Any individual desiring an auxiliary aid should notify ICSC before **January 28, 2013**.

Continuing Education Credits

SCSM/SCMD/SCLS/SCDP

ICSC Senior Maintenance Program
ICSC Certified professionals earn 0.5 credits each toward senior certification renewal.



State/Provincial Licenses

ICSC is a recognized provider of continuing education in most jurisdictions. Licensed professionals (i.e., real estate brokers, lawyers, accountants) should contact your regulatory body in advance for specific instructions and forms for self-reporting your participation in this continuing education activity. In general, participants may receive 0.3 CEU (3 contact hours) per class, up to a maximum of 1.8 CEU (18 contact hours) for six classes. Forms are returned directly to your state/province who has final authority on the amount of credit awarded.

For More Information

For more information about ICSC's University of Shopping Centers program, please contact **Madison Gross, ICSC Senior Manager of Education**, at +1 646 728 3461, or mgross@icsc.org

For program updates, please visit the ICSC University of Shopping Centers microsite at www.icsc.org/2013UV

The microsite has links to general information for University of Shopping Centers attendees, and also includes travel information, a campus map, an attendee lookup, and other important information for meeting attendees.

Registration Information rates

How To Register

FAX: +1 732 694 1800 (Credit card registrations only)
ONLINE: www.icsc.org/2013UV (Credit card registrations only)

MAIL: International Council of Shopping Centers
Attn: Registration Department
P.O. Box 26958
New York, NY 10087-6958

Registration Fees for Individual Classes

	EARLY BIRD (Before January 30, 2013)	ADVANCE (Before March 1, 2013)	ON-SITE
Member*	\$165	\$180	\$200
Non-Member**		\$320	\$340
Students***	\$50	\$50	\$50

SAVE \$150! IF YOU REGISTER FOR SIX CLASSES (per person):

	EARLY BIRD (Before January 14, 2013)	ADVANCE (Before March 1, 2013)	ON-SITE
Member*	\$840	\$930	\$1,050
Non-Member**		\$1,770	\$1,890

*To qualify for the member rate, each registrant must be an ICSC member. A company membership does not mean that every employee automatically becomes an ICSC member. An affiliate membership is required for each employee. Call the ICSC Membership Department at +1 646 728 3800, if you are not certain about your membership status.

**Non-members who join ICSC by the time they register may take advantage of the applicable member rate.

***ICSC Student Members may attend the University of Shopping Centers at \$50 per course.

Deadline

Online registration ends February 28, 2013.
After March 1, 2013, you may only fax your registration.

Cancellations

All cancellations will be subject to a \$25 cancellation fee. No refunds will be given for cancellations received after **February 11, 2013**. All requests for refunds must be received by ICSC in writing.

What's Included

The following items are included in your registration fee:

- Course materials (outlines, handouts, charts and forms)
- Electronic access to PowerPoint presentations for the classes you choose to attend
- An ICSC textbook, if required for a specific course
- Breakfast for morning course participants
- Luncheon for afternoon course participants
- Refreshment breaks
- Complimentary attendance to all Optional Events:
The Annual Charles Grossman Lecture Series on Monday;
the Wine and Cheese Reception following the Grossman Lecture;
the Certification Breakfast Mixer and Information Session on Tuesday; Breakfast Roundtables on Tuesday; the Educational Study Tour to Willow Grove Park Mall on Tuesday evening; and the SIGs (Special Industry Groups) Breakfast and Town Hall Meeting on Wednesday.

Confirmation

ICSC will send you a confirmation notice. Before the program, an additional package will be sent to you that will include program schedules, locations, and other items of interest. Please note that due to the customized nature of selecting your courses to attend at the University of Shopping Centers, your confirmation notice is NOT automatic, as it is with other ICSC programs. You will receive a confirmation from ICSC within 48 hours after you register.

Check out our new Grant Program, whose value is up to \$2,500 for use by our member companies. Please see page 56 for more information.

NEW in 2013!

\$500 Grants Available to ICSC Members



About ICSC's New Grant Program

To give back to the industry and to help ICSC member companies enhance professional development, ICSC has established a special grant program for the 2013 University of Shopping Centers.

How the Program Works

- The first attendee in any company that is an ICSC member registers one person for at least four half-day classes at the University of Shopping Centers at the discounted ICSC member rates.
- Each company can then register up to five additional individuals from the same company to attend a minimum of at least three classes each, using a special up to \$500 grant certificate that is found on the University website to reduce the cost of their training.

When you register as a group online at www.icsc.org/2013UV our system automatically will deduct the \$500 grant fee when each qualifying participant is registered.

For example, a person using the grant can register for six classes at the Early Bird Rate (normally \$840) and attend six classes for just \$340. Or, if one registers for four classes at the Advanced Rate (normally \$660), they can now attend four classes for just \$160 using the grant.

- This means up to five individuals can use up to five grant certificates (value up to \$2,500)
- All registrations from one company must be sent in at one time to be eligible to use these grants
- You can use the grant to attend ANY of the 60 classes at the 2013 University (Executive, Advanced or Fundamental curriculum)
- **This offer expires January 30, 2013**

For More Information

If there are any questions about the grant program, or if your company wishes to send MORE than five participants to the 2013 University of Shopping Centers, please contact **Madison Gross, ICSC Senior Manager of Education** at + 1 646 728 3461 or mgross@icsc.org.

Registration form

Individual Member ID Number (Not Company Number)

Name

Title

Company

Address

City

State/Province

Country

Zip/Postal Code

Telephone

Fax Number

E-mail

☐ Please check here if any of the above information has changed since your last correspondence.

Please enroll me in the following classes (use the codes as shown in the course schedule)

RATES PER COURSE: See page 55 for a complete list of tuition fees and eligibility.

	COURSE CODE	AMOUNT		COURSE CODE	AMOUNT
MONDAY am	_____	\$ _____	TUESDAY pm	_____	\$ _____
MONDAY pm	_____	\$ _____	WEDNESDAY am	_____	\$ _____
TUESDAY am	_____	\$ _____	WEDNESDAY pm	_____	\$ _____
			Save \$150 when registering for six courses		\$ _____
			TOTAL		\$ _____

Please sign me up for the following optional events:

☐ Charles Grossman Annual Lecture Series (Monday, March 4, 5:15 pm)

☐ Optional Educational Study Tour to Willow Grove Park Mall (Tuesday, March 5, 5:15 pm)

METHOD OF PAYMENT

☐ Check or money order made payable to **ICSC** enclosed for \$ _____ (payable in U.S. funds)

☐ MasterCard ☐ VISA ☐ AMEX ☐ Discover \$ _____

Name (as it appears on credit card)

Signature

Credit Card Number (include all digits)

Expiration Date (month/year)

2013UV

RETURN TO:

International Council of Shopping Centers
P.O. Box 26958
New York, NY 10087-6958

FAX TO: +1 732 694 1800

““ The courses are designed to transfer knowledge fast, and they do! The courses are taught in an interactive, non-lecture style. The questions and discussions create a class spirit that enhances the transfer of knowledge in class, and creates networking events outside the class.””

Petran J.H. Van Heel
Manager, Development
MAB Development
Wijnhaven, Netherlands

““ The market is turning, are you in front of the curve? You can't afford to miss out on the education/networking offered by the ICSC University. The individuals at these sessions are the movers, shakers and survivors in the retail business!””

Cynthia C. Shelton, CCIM
Director of Investment Sales
Colliers International
Orlando, FL

“You’ll come away with 10 new ideas and a wish that you had started attending five years ago.”

Joel Staffilino
Senior Director, Transactions
Phillips Edison & Company
Cincinnati, OH

“I found the University of Shopping Centers, held in Philadelphia in March, to be a very worthwhile investment of time. The position and experience level of the instructors says a lot about their commitment to the industry and to ICSC. There was a surprisingly large number of attendees from outside the U.S. as well. I appreciated the opportunity to meet and learn from such a diverse group of professionals.”

Katharine Smith, SCMD
Director of Marketing & Business Development
King of Prussia Mall
Simon Property Group
King of Prussia, PA



International Council of Shopping Centers
1221 Avenue of the Americas
New York, NY 10020

Three New Learning Tracks **Executive** – **Advanced** – **Fundamental**



On the campus of the WHARTON SCHOOL
of the UNIVERSITY OF PENNSYLVANIA
Philadelphia, PA

March 4-6, 2013

Looking to bring a team of
rising stars from your company
to the ICSC University?

Check out our special grants program,
whose value is up to \$2,500 for use
by our member companies.

See page 56 for more information.