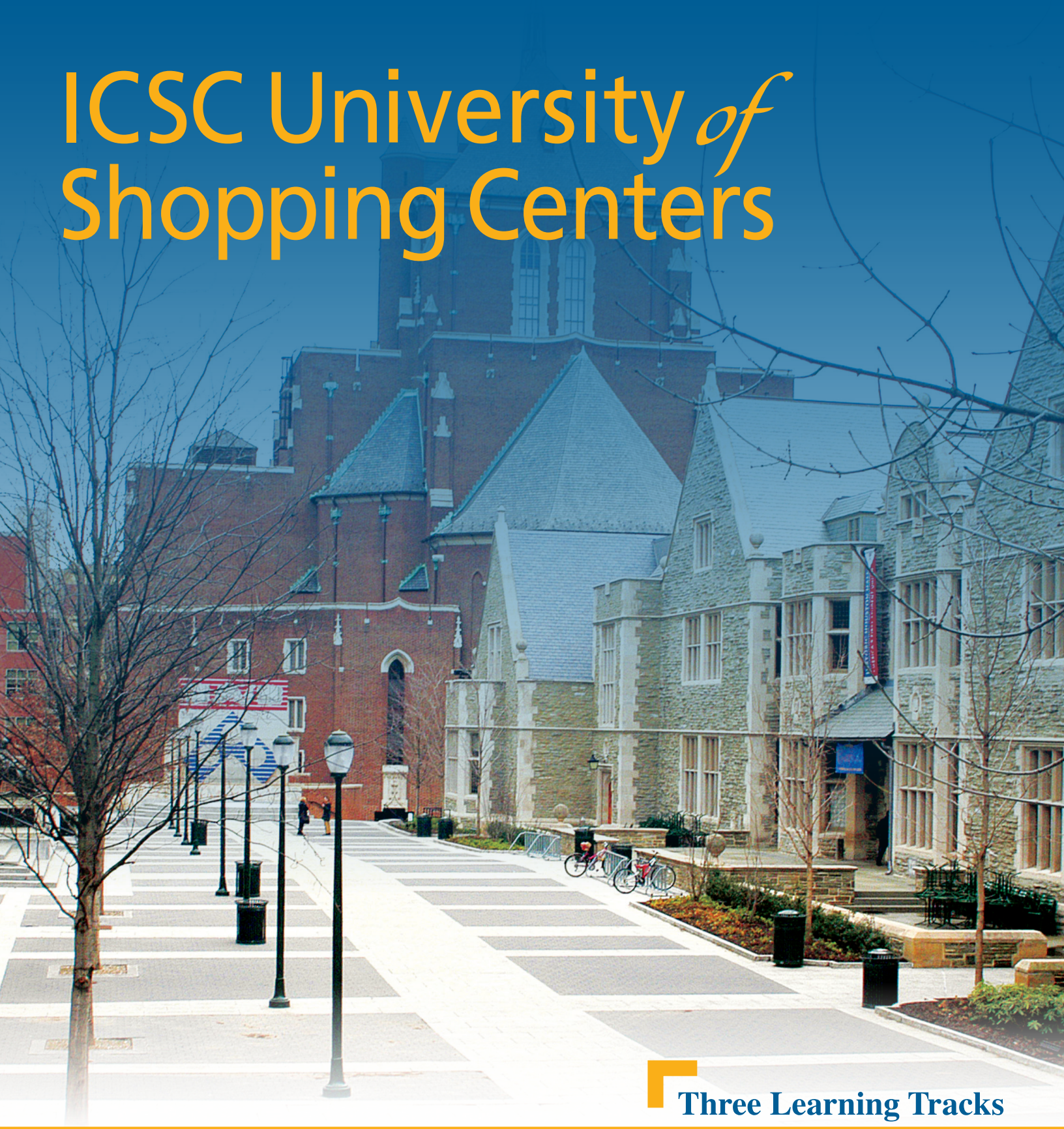


ICSC University of Shopping Centers




 **Three Learning Tracks**

On the campus of the WHARTON SCHOOL
of the UNIVERSITY OF PENNSYLVANIA
Philadelphia, PA
March 7 – 9, 2016







“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, CRX, CMD
Senior Vice President
Madison Marquette
Fort Worth, TX

“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

“I have been teaching at ICSC’s University of Shopping Centers for over a dozen years. I do this because it allows me to provide the attendees, from all sectors of the real estate arena, with actual development situations I’ve experienced during my 30 years of developing shopping centers. I continue to learn from the international audience as well as from my fellow instructors. The experience is special, the venue at Penn / Wharton is focused and quite unique. Best of all, the attendees walk away with centuries of real world knowledge from the best real estate professionals within the industry.”

Arthur L. Pearlman
Chairman
Arthur Pearlman Corporation
Santa Monica, CA

“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

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About the ICSC University of Shopping Centers

What Is the University of Shopping Centers?

The University of Shopping Centers is ICSC's premier educational program serving the retail real estate and shopping center industry worldwide. Classes 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 Should Attend?

Industry professionals who wish to obtain a critical understanding of 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.

Three Full Days of Content

The University of Shopping Centers consists of more than 50 unique classes delivered over a three-day sequence. This format allows participants to attend up to six classes within the three days. Offering flexible class selection options, participants have a choice of up to nine different sessions within each educational block period, and they may select any combination of classes from the Executive, Advanced, and Core study areas. As a student, you are the best person to decide which classes are most appropriate for your current needs. Each session is three hours in duration.

Certificate Awarded

A Certificate of Participation is awarded for those participants who attend all six classes.

How You Will Benefit:

- **Flexible Format:** Customize your experience by choosing from over 50 unique interactive courses in every topic from asset management, retail, leasing, development, design, and more!
- **Expert Faculty:** Direct access to industry professionals and academic professors, all of whom have over 20 years of experience and are experts within their respective fields.
- **Networking:** Establish key contacts with professionals throughout the industry from every size company, every type of shopping center configuration, and every discipline, from the U.S., Canada, and worldwide.
- **Real-World Application:** Designed to transfer knowledge fast, our courses give participants practical, usable information that can be applied to their work immediately.
- **Meet Icons of the Industry:** Participants are able to meet icons of the industry, while gaining invaluable information for their careers and beyond.
- **Cherry Hill Mall Study Tour:** Join us for an optional tour of the Cherry Hill Mall to view real life examples of how this shopping mall has applied best practices on and within this property.

For registration and to view a detailed schedule of classes, please visit www.icsc.org/2016UV.

Deans List

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

ASSET MANAGEMENT



John-david W. Franklin, CRX, CLS

Dean
Senior Vice President
Madison Marquette
Philadelphia, PA

FINANCE



Kenneth S. Lamy, CRX

Dean
ICSC Trustees Distinguished Service
Award Recipient
President
The Lamy Group, Ltd.
Mandeville, LA

LEASING



Frederick Collings, CRX, CSM, CLS

Dean
Senior Vice President, Leasing
Irvine Company
Irvine, CA

PROPERTY MANAGEMENT



Norine A. Bowen, CRX, CSM

Dean
Vice President, Property Management
The MGHerring Group, Inc.
Fairview, TX

MARKETING



Maureen Denard

Dean
Vice President/Director of Marketing
Inland Diversified Real Estate Services, LLC
Oak Brook, IL

DEVELOPMENT, DESIGN AND CONSTRUCTION



Arthur L. Pearlman

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

RETAILING



Alan McKeon

Dean
Chief Executive Officer
Alexander Babbage, Inc.
Atlanta, GA

Program At-A-Glance

Sunday, March 6, 2016

3:00 – 5:00 pm

Registration

12:45 – 1:45 pm

**“The Future of Retail:
Discover the New Rockstars
in Retail Innovation”
Panel Discussion**

Monday, March 7, 2016

7:00 am – 5:00 pm

Registration

7:30 – 8:45 am

Breakfast Served

8:15 – 8:45 am

Welcome Address



Sandhya Espitia

Vice President, Education and Certification
ICSC
New York, NY

9:00 am – 12:00 pm

Classes

12:00 – 12:45 pm

Lunch Served

12:45 – 1:30 pm

Industry Update



Tom McGee

President and Chief Executive Officer
ICSC
New York, NY

2:00 – 5:00 pm

Classes

5:30 – 7:30 pm

**Charles Grossman Lecture Series
Reception and Keynote
Presentation**

Tuesday, March 8, 2016

8:00 am – 5:00 pm

Registration

7:45 – 8:30 am

Breakfast Roundtables

9:00 am – 12:00 pm

Classes

12:00 – 12:45 pm

Lunch Served

Featuring



Liz Bacelar

Founder and President
Decoded Fashion
New York, NY



J. Skyler Fernandes

Managing Director
Simon Venture Group
New York, NY

2:00 – 5:00 pm

Classes

5:00 pm

**Meet at Houston Hall to Go
to Cherry Hill Mall (optional)**

5:15 – 7:30 pm

**Educational Study Tour of
Cherry Hill Mall**

Wednesday, March 9, 2016

8:00 am – 2:00 pm

Registration

7:30 – 8:45 am

Breakfast Served

9:00 am – 12:00 pm

Classes

12:00 – 12:45 pm

Lunch Served

12:45 – 1:45 pm

**Is Your Property Positioned
for the Digital Future?:
The Key Influences Shaping
the Design Experience**



Brian Dyches, FRDI

Managing Director
Digital Experience Lab
San Diego, CA

2:00 – 5:00 pm

Classes

Course Schedule

		Monday, March 7	
		9:00 am – 12:00 pm	2:00 – 5:00 pm
Executive Curriculum			
Executive	EXA-301 The Economy and Real Estate: Risks and Opportunities		
Advanced Curriculum			
Leasing	LSA-201 Proven Selling Techniques Throughout the Leasing Process	LSB-201 50 Tricks of the Trade to Lease Up B and C Shopping Centers	
Retailing	RLA-201 Understanding the Retailer's Site Selection Criteria	RLB-201 How to Attract National Retailers	
Asset Management/Finance	AMA-201 Strategic Planning for Commercial Real Estate Companies	AMB-201 Better Understanding of Lease Negotiation and Administration	
Property Management/Law/Marketing	PMA-201 Preparing an RFP for Insurance and Risk Management Services	PMB-201 The Art of Negotiating Leases and Avoiding Common Pitfalls	
Development, Design and Construction	DDA-201 The New Realities of Developing and Operating Mixed-Use Projects (Part One)	DDB-201 The New Realities of Developing and Operating Mixed-Use Projects (Part Two)	
Specialized Studies	SSA-201 Essential Restaurant Fundamentals	SSB-201 Optimizing Tenant Mix for Downtown Business Districts	
Specialized Studies	SSA-202 Key Steps for Maximizing Ancillary Income	SSB-202 Marketing and Social Media: Shopping Centers in the Digital Age	
Core Curriculum			
General Studies	GSA-101 Developing Your Center's Business Plan	GSB-101 Project Management Principles and Practices	

Tuesday, March 8		Wednesday, March 9	
9:00 am – 12:00 pm	2:00 – 5:00 pm	9:00 am – 12:00 pm	2:00 – 5:00 pm
			EXF-301 Total Leadership
LSC-201 Resolving Leasing Problems and Chronic Vacancies	LSD-201 Preparing a Pro Forma Leasing Plan	LSE-201 Leasing Strategies for Developing Tenant Representation, Rollouts and Marketing Shopping Center Listings	LSF-201 Lease Workouts: Negotiating Rent Reductions, Concessions and Other Workout Solutions
RLC-201 Best Metrics, Big Data and the Rise of Omnichannel	RLD-201 Evolving Retail Formats and Their Impact on Leasing Strategies	RLE-201 An Inside Look at a Retailer's Profit and Loss Statement	
AMC-201 Investing in Retail Properties and Structuring Partnerships	AMD-201 Capital Markets: How to Convert Real Estate into Cash	AME-201 Value-Enhancing Asset Management Strategies	
PMC-201 Increasing Collections and Reducing Costs Through a Systematic Approach	PMD-201 The Economics of a Lease: Developers and Retailers Perspectives	PME-201 Marketing Strategies and Techniques to Boost NOI	PMF-201 Media Training and Crisis Management
DDC-201 The Development Process: From Site Selection to Occupancy	DDD-201 Retail Store Development: From Strategic Planning to Successful Implementation	DDE-201 Advanced Development Techniques: Acquisition to Opening	DDF-201 Advanced Project Management, Budgeting and Forecasting
SSC-201 Zoning Battles: Gaining Neighborhood Support	SSD-201 Preparing Effective Lease Proposals	SSE-201 Small Shop Leasing Techniques	SSF-201 Mastering Effective Presentation Skills
SSC-202 Finance for Non-Financial Professionals Introduction	SSD-202 Finance for Non-Financial Professionals Workshop: A Case Study	SSE-202 Retail, Hotel, Office and Residential: Identifying Risk and Parameters	SSF-202 Seven Proven Steps to Successful Lease Negotiations
GSC-101 Managing the Tenant Coordination Process	GSD-101 Construction for Non-Construction Professionals	GSE-101 Prospecting for and Developing New Tenants	GSF-101 The Lease and Its Language

Please visit icsc.org/2016UV for the most recent schedule and class descriptions.

Executive Curriculum

Attend classes at the Wharton School with members of the actual Wharton School faculty. During the 2016 University of Shopping Centers program, you may choose among two Executive Curriculum classes designed for senior executives.

You can still choose from among 50+ classes from the Advanced and Core Curriculum courses to round out your own professional education plan at any time during the University of Shopping Centers, and benefit from all the networking opportunities that the University of Shopping Centers offers.

With the Executive Curriculum, you have 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 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 three-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 this unique learning experience.



EXA-301

The Economy and Real Estate: Risks and Opportunities

Monday, March 7

9:00 am – 12:00 pm

We are well into a recovery, with employment rising consistently over the past three years. However, economic growth has been weak compared to previous recoveries. Why? Will this continue? How will this affect the different sectors of real estate, with a special emphasis on retail?

FACULTY



Professor Joseph Gyourko, PhD

Martin Bucksbaum Professor of Real Estate
Finance and Business Economics & Public Policy
Director, Zell/Lurie Real Estate Center at Wharton
The Wharton School, University of Pennsylvania
Philadelphia, PA

EXF-301

Total Leadership

Wednesday, March 9

2:00 – 5:00 pm

A leader's success isn't just about being a great businessperson: it is also about performing well in all domains of your life – work, home, community and your private self (mind, body, spirit). But as the retail real estate industry evolves in complexity, achieving harmony among the different parts of life becomes challenging even for the most experienced industry leader. In this dynamic, interactive session, you'll learn how to reframe the idea of business leadership by applying new skills and insights at work, at home, in the community and for yourself. You will also learn how to transform the way you allocate your attention and resources to improve performance and results. Class is recommended for mid-to senior-level professionals with leadership roles.

FACULTY



Stewart Friedman, PhD

Practice Professor of Management
Director, Wharton Work/Life Integration Project
The Wharton School, University of Pennsylvania
Philadelphia, PA

Advanced Curriculum

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 classes, 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.

The classes 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 descriptions for each class, as well as the faculty. 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 Leasing

LSA-201

Proven Selling Techniques Throughout the Leasing Process

Monday, March 7

9:00 am – 12:00 pm

Would you like to improve your leasing performance? Whether you're an experienced or a novice leasing person, you will learn new ideas and procedures that can be implemented immediately. This course will provide proven sales techniques on how to:

- Harness powerful Customer Relationship Management software
- Financially qualify any prospect in seconds without resistance
- Maintain lead tracking systems, create emotional commitment and develop an 'institutional memory'
- Identify relevant and expanding business
- Successfully close the deal

FACULTY



Brian Harper
Executive Vice
President
Rouse Properties, Inc.
New York, NY



Howard Makler
President
Makler Retail
Long Beach, CA

LSB-201

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

Monday, March 7

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
- Capitalize on the center's strengths
- Recognize 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 much more!

FACULTY



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

LSC-201

Resolving Leasing Problems and Chronic Vacancies

Tuesday, March 8

9:00 am – 12:00 pm

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 can thrive during an economic recovery which makes them ripe for a deal, how to develop a flexible merchandising plan, and more!

FACULTY



Frederick Collings, CRX, CSM, CLS
Senior Vice President Leasing
Irvine Company
Irvine, CA

LSD-201

Preparing a Pro Forma Leasing Plan

Tuesday, March 8

2:00 – 5:00 pm

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 due dates are met. Special emphasis will be placed on preparing the budget of leasing activity, how to treat vacant rooms and expirations, step-rent and CPI increases.

FACULTY



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

Advanced Curriculum Leasing

LSE-201

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

Wednesday, March 9

9:00 am – 12:00 pm

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, and much more!

FACULTY



Douglas J. Green
Principal
MSC Retail
Philadelphia, PA

LSF-201

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

Wednesday, March 9

2:00 – 5:00 pm

In today's economy, many leases in retail properties are in default or at significant risk of termination. This class 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: answering how important it is to retain this store in this center, and much more!

FACULTY



Paul G. Harnett, CRX, CSM
Senior Vice President
Gemini Real Estate Advisors, LLC
Huntersville, NC

Advanced Curriculum Retailing

RLA-201

Understanding the Retailer's Site Selection Criteria

Monday, March 7

9:00 am – 12:00 pm

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 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

TBA

RLB-201

How to Attract National Retailers

Monday, March 7

2:00 – 5:00 pm

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 when the shopping center has passed the inflection point and will now follow a consistent upward trajectory, and more!

FACULTY

TBA

Advanced Curriculum Retailing

RLC-201

Best Metrics, Big Data and the Rise of Omnichannel

Tuesday, March 8

9:00 am – 12:00 pm

This session combines new perspectives on the industry (e.g., “How demographics Lie”) with the latest market and consumer research methodologies—including cellular data traffic-tracking, shopper persona segmentation and precision leasing quadrant analysis. Learn how market, consumer and retail sales numbers combine to yield Big Data insights...and find out where things stand on the omnichannel front. Along the way, we’ll weave-in and integrate the latest trends in store retailing, e-commerce and the emergence of mobile as a shopping force.

FACULTY



David Lobaugh
President
August Partners, Inc.
Marietta, GA

RLD-201

Evolving Retail Formats and Their Impact on Leasing Strategies

Tuesday, March 8

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? And much more!

FACULTY



James M. Cory
Senior Vice President
West Coast Retail
Leasing
Forest City
Commercial Group
Los Angeles, CA



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

RLE-201

An Inside Look at a Retailer’s Profit and Loss Statement

Wednesday March 9

9:00 am – 12:00 pm

This session will take a rudimentary view of a four-wall profit and loss statement, an accounting report that highlights revenues, cost of goods sold and net profit. This report differs greatly from balance sheets and statements of cash flows, and is oftentimes a more effective tool for retailers when negotiating/renegotiating a deal. All key players involved in the retail lease negotiation will find this session beneficial. The class discussions include: Understanding what to look for and how to read a P&L statement; The correlation between sales, net income and fixed costs; Samples of various average occupancy costs by retailer or type of center; and other information you should know and understand about how a retailer operates.

FACULTY



Jason Richter
Vice President, Real Estate
Capricorn Asset Management
New York, NY

Advanced Curriculum Asset Management/Finance

AMA-201

Strategic Planning for Commercial Real Estate Companies

Monday, March 7

9:00 am – 12:00 pm

This class is perfect for those who work for a small, growing or smaller-sized, 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.

FACULTY



James E. Maurin, CRX, CSM

ICSC Past Chairman
Founder and Past Chairman
Stirling Properties
Covington, LA

AMB-201

Better Understanding of Lease Negotiation and Administration

Monday, March 7

2:00 – 5:00 pm

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 in 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.

FACULTY



William M. Comeau, CPA

Executive Vice
President and
Chief Financial Officer
DLC Management
Corporation
Tarrytown, NY



Howland R. Gordon, Esq

General Counsel
Hennes &
Mauritz L.P.
New York, NY

AMC-201

Investing in Retail Properties and Structuring Partnerships

Tuesday, March 8

9:00 am – 12:00 pm

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; Examine: Determine priorities involving cumulative non-compounded returns and internal rates of return; Understand the back-end promotion 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, and more!

FACULTY



Gary D. Rappaport, CRX, CSM, CMD, CLS, CDP

ICSC Past Chairman
Chief Executive Officer
Rappaport
McLean, VA

AMD-201

Capital Markets: How to Convert Real Estate into Cash

Tuesday, March 8

2:00 – 5:00 pm

This session will discuss the monetization of retail assets with a particular focus on disposition strategies. Certain assets, for various reasons, need to be sold off, but only at the right price to the owner. The class 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, conducting your due diligence and how to properly assess property value in today's market, and much more.

FACULTY



Ryan Sciuolo

First Vice President
Service Award Investment Properties
National Retail Investment Group
CBRE, Inc. Capital Markets
Washington, DC

Advanced Curriculum Asset Management/Finance

AME-201

Value-Enhancing Asset Management Strategies

Wednesday March 9

9:00 am – 12:00 pm

Whether you manage a small group of properties or are responsible for a nationwide portfolio, your goals are explicit: maximize profits; create and enhance value; and position your centers optimally for the future. This interactive class will focus on how to implement value-enhancing strategies and techniques that will increase the value of your properties. You will get a 'hands-on' insight into practical solutions and answers to a host of new challenges in asset management. The class discussion will include: Understanding how to cope with the new challenges of asset management in this post-crisis era; Creative leasing, management, and development strategies to create and retain value while mitigating downside risk; Structuring a successful business plan; Measuring and understanding co-tenancy risks; Putting in place short-term and long-term plans to fill up vacancies; Planning for long-term demand shifts in regards to development; and Exploring ancillary sources of revenue.

FACULTY

TBA

Advanced Curriculum Property Management/Law/Marketing

PMA-201

Preparing an RFP for Insurance and Risk Management Services

Monday, March 7

9:00 am – 12:00 pm

Preparing a thorough Request for Proposal (RFP) is critical when searching for quality insurance and risk management services. The key result of the RFP process is to achieve a state-of-the-art, high-quality, professional product and or corresponding services proposal. This class will take you through the detailed steps that will result in a successful proposal tailored to your business operations.

FACULTY



Paula Maxwell
Senior Vice President
Donald P. Pipino
Company, Ltd.
Boardman, OH



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

PMB-201

The Art of Negotiating Leases and Avoiding Common Pitfalls

Monday, March 7

2:00 – 5:00 pm

This session will delve into the ins and outs of effective negotiating techniques. Using an interactive format, participants will be guided through the nuts and bolts of the negotiating process, including positions and outcomes for successful results in creating deals. While the emphasis will be on shopping center transactions, the session will prove useful to any commercial negotiation process.

FACULTY

TBA

Advanced Curriculum Property Management/Law/Marketing

PMC-201

Increasing Collections and Reducing Costs Through a Systematic Approach

Tuesday, March 8

9:00 am – 12:00 pm

Efficient and effective rent collection is necessary in good economic times and is essential in difficult economic times. The objective of this class is to provide commercial landlords, property managers and asset managers with a clear and proven systematic approach to effectively and efficiently collect unpaid rents. You will learn an efficient and sound approach on how to increase and decrease legal fees relating to the collection of rent, the tools property managers need to effectively communicate with tenants, and reducing risks to the landlord to collect rents while maintaining viable tenants and occupancy rates.

FACULTY



Peter A. Lesser

Attorney
Sirlin Lesser & Benson, P.C.
Philadelphia, PA

PMD-201

The Economics of a Lease: Developers and Retailers Perspectives

Tuesday, March 8

2:00 – 5:00 pm

Economics are at the heart of any lease transaction. Whether you're the 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 being led through an analysis of the essential elements of each of the lease provisions such as base rent, percentage rent, operating costs, and real estate taxes. Sample clauses included in the materials will be distributed and dissected in an effort to analyze their strengths and weaknesses.

FACULTY



Bob McAndrew

Senior Director,
Real Estate Law
Ross Store, 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
Fort Lauderdale, FL

PME-201

Marketing Strategies and Techniques to Boost NOI

Wednesday, March 9

9:00 am – 12:00 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 and 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. Class includes case studies.

FACULTY



Maureen Denard

Vice President/Director of Marketing
Inland Commercial Real Estate Services, LLC
Oak Brook, IL

PMF-201

Media Training and Crisis Management

Wednesday, March 9

2:00 – 5:00 pm

Explore the most up-to-date methods for handling media as well as managing crisis communications in the shopping center environment. Learn how to integrate your efforts with the NIMS system used by FEMA and all emergency management organizations nationwide. The session includes practical examples and video review of real-life crisis situations and how they apply to the shopping center environment.

FACULTY



Wendy Ellis, CRX, CMD

Director of Marketing
The MGHerring Group, Inc.
Fairview, TX

Advanced Curriculum Development, Design, and Construction

DDA-201

The New Realities of Developing and Operating Mixed-Use Projects (Part One)

Monday, March 7

9:00 am – 12:00 pm

Taught by a retail developer with extensive first-hand experience in mixed-use projects, Part One of this two-part class will teach you the basics of when, why, where and how to develop a retail mixed-use project. The class format will allow you to contribute to an open discussion of project implementation techniques, while addressing your unique challenges, problems and solutions of the critical process in mixed-use. It will cover the history and causes of the emergence of mixed-use town center environments, together with the basic process of project execution, including components of mixed-use, entitlements, economics, design, leasing, marketing, constructing and managing.

FACULTY



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

DDB-201

The New Realities of Developing and Operating Mixed-Use Projects (Part Two)

Monday, March 7

2:00 – 5:00 pm

Part Two continues with an in-depth discussion of the management and marketing of mixed-used projects and the measuring of their economic performance. The emphasis of the class is on large-scale, mixed-use ventures, anchored with a regional retail component on 40-100 acres of land, \$200 to \$300,000,000 in value and 1 to 1.5 million square feet of leasable area. The class includes a presentation and review of at least three major mixed-use projects, including a detailed analysis of what made them successful, together with an assessment of their flaws and the valuable lessons to be learned.

FACULTY



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

DDC-201

The Development Process: From Site Selection to Occupancy

Tuesday, March 8

9:00 am – 12:00 pm

This interactive session is focused towards projects that are acquired through the assistance of the redevelopment agencies (i.e., 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 the responsibilities in the pre-development through development and operational phases of a shopping center—from land acquisition and financing to final completion of the new or redeveloped retail project.

FACULTY



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

DDD-201

Retail Store Development: From Strategic Planning to Successful Implementation

Tuesday, March 8

2:00 – 5:00 pm

This course will explore the specifics of retail store planning, design and construction. Issues and challenges to be discussed in this class: Knowing how retailers think about site selection and implementation; How to assess/re-assess the center's tenant mix after the store has been opened; Understanding the lease construction exhibit; reviewing lease outline drawings (LOD), the condition of the premises, and the landlord's/ tenant's scope of work; What should be the retailer's approach in designing the store in accordance with the landlord's design criteria; Storefront and signage; mechanical and plumbing (MEP), tenant fixturing; appearance; and visual merchandising approaches to store development.

FACULTY



Stephen E. Gallant, CRX, CDP
Director of Construction and Tenant Coordination
Stanbery Development
Hampstead, MD

Advanced Curriculum Development, Design, and Construction

DDE-201

Advanced Development Techniques: Acquisition to Opening

Wednesday, March 9

9:00 am – 12:00 pm

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. The class focuses on 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, covering a range of topics from project concept to value engineering, and more!

FACULTY



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



Gordon T. "Skip" Greeby, P.E., CRX, CDP
ICSC Past Trustee
President
The Greeby
Companies, Inc.
Lake Bluff, IL

DDF-201

Advanced Project Management, Budgeting and Forecasting

Wednesday, March 9

2:00 – 5:00 pm

This class is specifically designed for senior-level project management professionals interested in further expanding their knowledge base and participating in real-world problem-solving. It is recommended for industry professionals with at least 5+ years' experience in this field. The business world has changed dramatically and 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 and more than ever it involves operating in a broader context than the project itself. The course will concentrate on general management skills, project phases and interactive classroom activities to show you how to apply the principles in real-world situations.

FACULTY



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

Advanced Curriculum Specialized Studies

SSA-201

Essential Restaurant Fundamentals

Monday, March 7

9:00 am – 12:00 pm

Whether in-line, out-parcel, for regional mall, lifestyle or strip center, successful restaurants are an essential component of the vitality of the shopping center fiber. It is essential that property managers have an understanding of restaurant fundamentals when structuring a lease. This class will use a case study approach to: Better understand essential restaurant fundamentals and operational cost percentages; Analyze sales potential relative to occupancy costs; Establish key operational and performance trend lines; Explore the essential 100% Rule; Effectively recruit, train and retain personnel; Improve tenant/landlord relationships with expanded knowledge of the restaurant business; Examine and evaluate restaurant tenant lease terms and profitability statements; Develop a strategic process that helps property managers make better tenant improvement and leasing decisions; Discuss social media and marketing opportunities for independent restaurant tenants.

FACULTY



Patti D'Amico
Senior Recruiting
Manager
Athleta/Gap Inc.
San Francisco, CA.



Michael J. D'Amico
President
DAMICOSYSTEMS, LLC
Mandeville, LA

SSB-201

Optimizing Tenant Mix for Downtown Business Districts

Monday, March 7

2:00 – 5:00 pm

As neither property owners nor brokers, public and nonprofit officials who seek to improve downtown districts face a significant challenge in the effort to manage optimal tenant mix. Yet, the mix of goods and services is one of the most significant drivers of customer visitation. In this course you will learn to use a proactive approach to manage tenant mix by positioning city and/or downtown organizations to support, rather than replace, the efforts of the commercial real estate industry. Gain practical tips and tools to successfully attract your desired retailers. District practitioners and property owners alike will learn strategies for working closely with the real estate community to influence and enhance tenant mix for the benefit of the entire downtown business district.

FACULTY



**Larry Kilduff, CRX,
CDP, CSM**
Midwest Retail
Market Lead
JLL
Chicago, IL



Larisa Ortiz
Retail Consultant
Larisa Ortiz
Associates
Jackson Heights, NY

SSC-201

Zoning Battles: Gaining Neighborhood Support

Tuesday, March 8

9:00 am – 12:00 pm

Almost every shopping center development requires formal government approval. When that process allows citizen input, neighbors can delay your project by attending hearings and raising issues that require review before approvals can be granted. Addressing those issues may add cost, for example, requiring you to fund expansion of a sewage treatment plant, build a park, or refurbish a playground. Even where formal citizen input is not required, neighbors can use outside channels like social media and picketing to prompt government to hear their complaints, extending your approval process indefinitely.

FACULTY



Mike Bush
Instructor
Retail Real Estate Development
Georgetown University
Washington, DC

Course SSD-201

Preparing Effective Lease Proposals

Tuesday, March 8

2:00 – 5:00 pm

For those that have been in the business less than two 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.

FACULTY



Joe Aristone
Senior Vice President
Pennsylvania
Real Estate
Investment Trust
Philadelphia, PA



**Randolph J.
Rush, Esq**
Winderweedle,
Haines, Ward &
Woodman, P.A.
Winter Park, FL



John M. Crossman
President
Crossman & Company
Orlando, FL

Advanced Curriculum Specialized Studies

SSE-201

Small Shop Leasing Techniques

Wednesday, March 9

9:00 am – 12:00 pm

Taught by an instructor with 30 years' hands-on experience in retail leasing, acquisition and development, this real life, down-to-earth class will show you how to prioritize and organize your day. It arms you with a practical roadmap for success, while exploring the motivation and attitude needed to succeed in today's highly competitive small-shop leasing environment. The class will discuss proven techniques and tactics you can put to work immediately, including how to break down a center by working categories, how to properly apply demographics for your properties, how to study and learn from competitors, cold-calling techniques, closing sales, overcoming objections, and much more!

FACULTY



Douglas I. Bercu

Co-Founder
Timber Development Corporation
Marietta, GA

SSF-201

Mastering Effective Presentation Skills

Wednesday, March 9

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 class 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, CRX, CMD, CSM

General Manager, Hanes Mall/
Alamance Crossing
CBL & Associates Properties, Inc.
Winston-Salem, NC

Advanced Curriculum Specialized Studies

SSA-202

Key Steps for Maximizing Ancillary Income

Monday, March 7

9:00 am – 12:00 pm

Specialty leasing and ancillary income are a critical part of the shopping center's net operating income. RMU programs, kiosks, pop-up retail, temporary in-line leasing, mall-as-media and sponsored activities are all forms of ancillary income found within shopping centers of all types and sizes. Come away with the knowledge of how to capitalize on all aspects of ancillary income platforms for all types of centers, with successful strategies to incubate pop-up retailers, sponsors and mall advertisers in secondary markets, plus role playing through challenge scenarios.

FACULTY



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

SSB-202

Marketing and Social Media: Shopping Centers in the Digital Age

Monday, March 7

2:00 – 5:00 pm

Technology is ever-evolving: there are emerging trends and digital platforms being developed every day that will revolutionize the way you approach leasing and marketing retail real estate. This course will discuss the new technologies, digital/social media tools and share best practices from your peers on using them to network, market space, sign leases and drive traffic/sales. You will learn how to guide B2B digital/social media, marketing promotions and strategies to increase the value and branding of your center, using case studies.

FACULTY



Cherilyn Megill, CRX, CMD
Vice President
of Marketing &
Communications
Phillips Edison &
Company
Salt Lake City, UT



Tim O'Connell
Assistant Vice
President
Director of Digital
Marketing &
Communications
RPAI
Oak Brook, IL

SSC-202

Finance for Non-Financial Professionals Introduction

Tuesday, March 8

9:00 am – 12:00 pm

This class serves as an introduction to shopping center financial management. The session will provide a foundation (or fill in some of the cracks in your existing foundation) for your shopping center career, and offers a great environment for non-financial professionals to get a basic understanding of the financial environment. In addition, both financial and asset management professionals new to the industry could influence or even expedite their learning curves by attending. This class covers topics such as lease administration, financial benchmarking, financial ratios used regularly in the industry, and much more!

FACULTY



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



Jack Nugent
Director
Meridian Realty
Consultants
Alpharetta, GA

SSD-202

Finance for Non-Financial Professionals Workshop: A Case Study

Tuesday, March 8

2:00 – 5:00 pm

The capstone/case study class will present a real-life acquisition transaction recently completed by a shopping center company. Students will be able to utilize all of the concepts discussed in the Finance for Non-Financial Professionals Introduction class, or use their prior experience to identify the strengths and weaknesses of the asset, along with the opportunities and threats. The class will review what actually happened over a period of one year and to discuss which of the students' points of view occurred and which did not and why.

FACULTY



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



Jack Nugent
Director
Meridian Realty
Consultants
Alpharetta, GA

Advanced Curriculum Specialized Studies

SSE-202

Retail, Hotel, Office and Residential: Identifying Risk and Parameters

Wednesday, March 9

9:00 am – 12:00 pm

Mixed-use developments are among the most risk-intensive and complicated projects to implement. Retail requires minimum critical mass thresholds and prefers to open all at one time. Alternatively, residential and office uses have smaller and more defined rates of absorption and require longer time frames to develop. These inherent differences can hinder vertical integration, result in delay and add cost to the development. This class will focus on the sequential steps of evaluating a market, understanding product thresholds that lead to effective development strategy by defining the right retail merchandising and residential unit mix for a project, forming solid relationships with co-developers, and more!

FACULTY



Heather Arnold
Managing Director,
Public Sector
StreetSense
Bethesda, MD



Bruce Leonard
Principal
StreetSense
Bethesda, MD

SSF-202

Seven Proven Steps to Successful Lease Negotiations

Wednesday, March 9

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 the seven phases of successful lease negotiations are, 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; and Learn key pointers for negotiating many diverse situations for shopping center professionals

FACULTY



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

Core Curriculum

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, management, finance, construction, leasing and the development process? Then our new Core Curriculum is worth a look.

Six courses carefully chosen for your consideration by ICSC’s deans and faculty comprise the Core Curriculum. The faculty in this Curriculum is highly experienced in training, both at ICSC and within their company. Participants will receive top-notch, world-class core 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 Core 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.



Core Curriculum General Studies

GSA-101

Developing Your Center's Business Plan

Monday, March 7

9:00 am – 12:00 pm

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 components of the plan, using research in the leasing, development, operations and marketing strategy, maintaining consistency, and much more.

FACULTY



Norine A. Bowen, CRX, CSM
Vice President, Property Management
The MGHerring Group, Inc.
Fairview, TX

GSB-101

Project Management Principles and Practices

Monday, March 7

2:00 – 5:00 pm

This comprehensive course will introduce you to the technical world of retail project management with a focus on teaching you the principles of choosing the correct project delivery approach, assembling the right project team, tackling contract issues and negotiations, scheduling, using the correct tools – GANTT, PERT and CPM, fast-tracking techniques with an emphasis on quality, managing the change order process, mid-project problem-solving and troubleshooting, and avoiding the 'goal line fumble' at project closeout. If you want to be a team player in your corporation's competitive success, then it is essential to learn the fundamentals of how to bring your construction projects in faster, cheaper and with higher quality.

FACULTY



Gordon T. "Skip" Greeby, P.E., CRX, CDP
ICSC Past Trustee
President
The Greeby Companies, Inc.
Lake Bluff, IL

GSC-101

Managing the Tenant Coordination Process

Tuesday, March 8

9:00 am – 12:00 pm

Leasing needs numbers; retailers need direction; developers need answers—NOW! Where do they all turn? Welcome to the intense world of tenant coordination. Tenant coordinators bridge the gap between the development, leasing, construction and design teams, the tenants and property management. Their job is to get tenants to open fast and efficiently, which creates value and increases profitability not only for developers and owners, but also for their retail tenants. Join two industry pros in an interactive discussion on how to create and manage a strong tenant coordination program built on the foundation of strong communications, respect for retailer expertise and innovation, efficient reporting, and savvy construction know-how.

FACULTY



Michael T. Greeby, CRX, CDP, MCR
Executive Vice President
The Greeby Companies, Inc.
Lake Bluff, IL



Ben Wood, CRX, CDP
Vice President
The Greeby Companies, Inc.
Lake Bluff, IL

GSD-101

Construction for Non-Construction Professionals

Tuesday, March 8

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 redevelopment. 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, standard forms and how to analyze them; and the construction process from pre-construction, schedule, sub-contractor selection, site and building construction, safety and quality control to close-out, and more!

FACULTY



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

Core Curriculum General Studies

GSE-101

Prospecting for and Developing New Tenants

Wednesday March 9

9:00 am – 12:00 pm

Understanding your shopping center's story requires critical thinking. The process begins with a thorough understanding of the market. This class 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; balancing desired merchandise mix and tenant prospects with economic and market reality; navigating through market competition and defining a targeted tenant mix; and case studies covering key issues for tenants and landlords when merchandising a center, including lease plans, deal terms, cotenants and pro formas, and more!

FACULTY

TBA

GSF-101

The Lease and Its Language

Wednesday, March 9

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 interactive class will teach you in plain language how to read, review, craft and modify the lease, how to use standard and clear language in the lease administration process; how to understand and apply terms during lease negotiations, how to interpret provisions for enforcing lease requirements for both tenant and landlord points, a review of the key provisions and business, and much more!

FACULTY



Andrew Shedlin, Esq., CRX, CLS, CSM

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

Faculty

The University of Shopping Centers is taught by an undeniably distinguished group of industry professionals. The faculty includes not only practicing professionals and experts in their respective fields representing some of the industry's leading companies, but also members of the faculty of The Wharton School of the University of Pennsylvania. This combination of commercial real estate experience and academic excellence ensures the highest quality, relevance and timeliness in every class. ICSC gratefully acknowledges their contributions. Please visit www.icsc.org/2016UV for a complete biography of our distinguished University of Shopping Centers faculty.

Faculty Executive Curriculum

Professor Stewart Friedman, PhD, The Wharton School, University of Pennsylvania

Professor Joseph Gyourko, PhD, The Wharton School, University of Pennsylvania

Faculty Advanced Curriculum

Joe Aristone, Pennsylvania Real Estate Investment Trust

Heather Arnold, StreetSense

Douglas I. Bercu, Timber Development Corporation

Mike Bush, Georgetown University

William M. Comeau, CPA, DLC Management Corporation

Ralph Conti, CRX, CCIM, CDP, RaCo Real Estate Advisors LLC

Frederick Collings, CRX, CSM, CLS, Irvine Company

James M. Cory, Forest City Commercial Group

John M. Crossman, Crossman & Company

Michael J. D'Amico, DAMICOSYSTEMS, LLC

Patti D'Amico, Athleta/Gap Inc.

Maureen Denard, Inland Diversified Real Estate Services, LLC

Wendy Ellis, CRX, CMD, The MGHerring Group, Inc.

John-david W. Franklin, CRX, CLS, Madison Marquette

Stephen E. Gallant, CRX, CDP, Stanbery Development

Howland R. Gordon, Esq, Hennes & Mauritz L.P.

Gordon T "Skip" Greeby, P.E., CRX, CDP, The Greeby Companies, Inc.

Douglas J. Green, MSC Retail

Michael T. Greeby, CRX, CDP, MCR, The Greeby Companies, Inc.

Charles Gwinn, CRX, CMD, CSM, CBL & Associates Properties Inc.

Amy Jo Hall, CRX, CLS, SLD, GK Development, Inc.

Paul G. Harnett, CRX, CSM, Gemini Real Estate Advisors, LLC

Brian Harper, Rouse Properties, Inc.

Larry Kilduff, CRX, CDP, CSM, JLL

Kenneth S. Lamy, CRX, The Lamy Group, Ltd.

Bruce Leonard, StreetSense

Peter A. Lesser, Esq, Sirlin Lesser & Benson, P.C.

David Lobaugh, August Partners, Inc.

Howard Makler, Makler Retail

James E. Maurin, CRX, CSM, Stirling Properties

Paula Maxwell, Donald P. Pipino Company, Ltd.

Bob McAndrew, Ross Stores, Inc.

Alan McKeon, Alexander Babbage, Inc.

Cherilyn Megill, CRX, CMD, Phillips Edison & Company

Jack Nugent, Meridian Realty Consultants

Tim O'Connell, RPAI

Larisa Ortiz, Larisa Ortiz Associates

Arthur L. Pearlman, Arthur Pearlman Corporation

Mary T. Pipino, CPCU, Donald P. Pipino Company, Ltd.

Gary D. Rappaport, CRX, CSM, CMD, CLS, CDP, Rappaport

Jason Richter, Capricorn Asset Management

Oscar R. Rivera, Esq, Siegfried, Rivera, Lerner, De La Torre & Sobel, P.A.

Randolph J. Rush, Esq, Winderweedle, Haines, Ward, & Woodman, P.A.

Ryan Sciuillo, CBRE, Inc. Capital Markets

Yaromir Steiner, Steiner + Associates, Inc.

Ben Wood, CRX, CDP, The Greeby Companies, Inc.

Robert E. Young, Jr., The Weitzman Group

Faculty Core Curriculum

Norine A. Bowen, CRX, CSM, The MGHerring Group, Inc.

Gordon T. "Skip" Greeby, P.E., CRX, CDP, The Greeby Companies, Inc.

R. Antonio "Tony" Marshall, CRX, CDP, RAM Contracting Services

Andrew Shedlin, Esq, CRX, CLS, CSM, The Andrew Shedlin Companies, Inc.

Networking Events

Monday, March 7, 2016

Industry Update

12:45 – 1:30 pm

Join ICSC's President and Chief Executive Officer, Tom McGee, for an Industry Update.

Charles Grossman Lecture Series

5:30 – 7:30 pm

Lecture and Wine & Cheese Reception

Attend the Seventh Annual Charles Grossman Lecture Series honoring ICSC's Past Chairman, Charles Grossman, former Managing Director of ING Clarion. Please indicate on the registration form if you plan to attend.

Tuesday, March 8, 2016

Breakfast Roundtables

7:45 – 8:30 am

Discuss in a small group setting some of the most important issues concerning the industry today.

Lunch Keynote

12:45 – 1:45 pm

"The Future of Retail: Discover the New Rockstars in Retail Innovation"

Pre-registration is not required.



Optional Exclusive Educational Study Tour of Cherry Hill Mall

5:00 pm

Meet in the lobby by the front door of Houston Hall

5:15 pm

Buses leave the University of Pennsylvania

7:30 pm

Buses return from Cherry Hill Mall

Please indicate on the registration form if you are coming to the Educational Study Tour.

Wednesday, March 9

Lunch Keynote

12:45 – 1:45 pm

Is Your Property Positioned for the Digital Future?: The Key Influences Shaping the Design Experience



Cherry Hill Mall, the first enclosed shopping center built in the Northeast in 1961, holds an iconic position in the shopping center industry as well as the Philadelphia region. Pennsylvania Real Estate Investment Trust (PREIT) took the opportunity of a closed Strawbridge's department store as the impetus to completely transform the shopping center to meet the needs of today's consumer. The \$200+ million redevelopment project resulted in an elegant, contemporary classic shopping and dining experience, and restored Cherry Hill Mall as one of the top performing centers in the United States.

Key Benefits of Sponsorships

- Promotion, recognition, networking and new business contact generation
- Integrated marketing promotion programs to new business prospects
- Targeted-attendee marketing
- Brand and Product/Service awareness

Please visit the University of Shopping Centers website for more details:
www.icsc.org/2016UV

General & Registration Information

Housing

ICSC has arranged special discounted room rates for all attendees. Book early to 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/2016UV and look for "Book Hotel" under the meeting Hotel/Travel tab.

Please Note: Hotel reservations are independent of your registration. ICSC is not responsible for reserving or canceling hotel accommodations. The deadline to reserve the discounted room is **February 22, 2016**.

Continuing Education Credits

ICSC Certified professionals earn 0.5 credits (A6) per class towards ICSC 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. ICSC does not report University of Shopping Centers course hours directly to the state, but upon your request we will provide you with proof of attendance.

Confirmation

Upon receipt of your Registration Form and payment, 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.

Meals Included With Registration

Continental breakfast will be served Monday through Wednesday from 7:30 – 8:45 am. Lunch will be served Monday through Wednesday from 12:00 – 12:45 pm. Networking roundtable sessions will take place during breakfast on Tuesday. Each lunch will feature a keynote presentation.

Optional Study Tour

On Tuesday evening, March 8, at 5:00 pm, you can join a free optional tour of Cherry Hill Mall. Buses leave Houston Hall, University of Pennsylvania at 5:00 pm and return to Philadelphia at 7:30 pm. Please be sure to select during registration that you plan to attend.

Learn As A Team

UNIVERSITY OF SHOPPING CENTERS GROUP DISCOUNT PROGRAM FOR ICSC MEMBERS

To give back to the industry and to help ICSC member companies enhance professional development, ICSC has established a special discount program for the 2016 University of Shopping Centers. Group discounts apply to full program registration participants (Monday through Wednesday), but do not apply to student rates. Only official ICSC member companies are eligible for a group discount, and all attendees registering in the group must be current employees of the same organization.

- 3-5 attendees – 15% discount
- 6-9 attendees – 20% discount
- 10-14 attendees – 25% discount
- 15+ attendees – 35% discount

How It Works

1. Select your group leader.
2. Determine who you will be enrolled (names are required).
3. Contact Michelle Anderson at ICSC at +1 646 728 3822 or manderson@icsc.org to receive the group's promo code PRIOR to submitting any registrations.
4. Everyone in the approved group will use your promo code to register online individually.

*Please note that the discount can ONLY apply to the names provided PRIOR to registration.

Cancellations

All cancellations will be subject to a \$25 cancellation fee. No refunds will be given for cancellations received after **February 19, 2016**. All requests for refunds must be received by ICSC in writing.

Special Needs

Any individual desiring an auxiliary aid should notify ICSC before **January 29, 2016**.

For More Information

For more information about ICSC's University of Shopping Centers program, please contact Faith Cooper, Manager of Education, ICSC, at fcooper@icsc.org.

Registration Form

Registration Fees For Professionals

(Per Person)	EARLY BIRD By February 12, 2016	ADVANCE By March 2, 2016	ON-SITE After March 2, 2016
Member*	\$995	\$1,195	\$1,395
Non-Member**	\$1,775	\$1,895	\$2,095

Registration Fee For Students

(Per Person)	ADVANCE By March 2, 2016	ON-SITE After March 2, 2016
(Mon./Tues./Wed. Only***)	\$75	\$85
(Full Program)	\$190	\$225

How To Register

FAX: +1 732 694 1800
ONLINE: www.icsc.org/2016UV
*Note: Online registration ends **March 2, 2016**.
After March 2, you may only fax your registration.*

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

**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.*
****Individuals eligible for the student registration rate must be enrolled full-time in an accredited college, university or educational institution (minimum 6 credits per semester) and be actively pursuing an undergraduate, post-graduate or doctoral degree. Documentation of active enrollment may be requested at ICSC's discretion. All registrants applying for student rates should do so at the time of registration. ICSC is unable to apply these rates retrospectively once a registration has been processed. Student fees are NOT eligible to be used in conjunction with other promotions. To register, please contact Michelle Anderson at ICSC at +1 646 728 3822 or manderson@icsc.org for more details.*

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 your information has changed since your last correspondence.

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

	COURSE CODE	AMOUNT
MONDAY am	_____	\$ _____
MONDAY pm	_____	\$ _____
TUESDAY am	_____	\$ _____
TUESDAY pm	_____	\$ _____
WEDNESDAY am	_____	\$ _____
WEDNESDAY pm	_____	\$ _____

RATES PER COURSE: See above and page 30 for a complete list of tuition fees and eligibility.

Please indicate if you plan to go to the following after-hours events. Please check applicable boxes below:

- I wish to attend the Charles Grossman Lecture Series (Monday, March 7, 5:30 pm) – FREE
- I wish to attend the optional Educational Study Tour to Cherry Hill Mall (Tuesday, March 8, 5:15 pm) – FREE

METHOD OF PAYMENT

Check or money order made payable to ICSC enclosed for \$ _____

MasterCard Visa AMEX Discover \$ _____

Name (as it appears on credit card) _____ Signature _____

Credit Card Number (include all digits) _____ Expiration Date (month/year) _____ 2016UV



Terms, Conditions and Rules

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

International Council of Shopping Centers
1221 Avenue of the Americas
New York, NY 10020-1099

ICSC Global Partner

