

2008

Application and Application Handbook

CDP

**CERTIFIED DEVELOPMENT, DESIGN
AND CONSTRUCTION PROFESSIONAL**



NEW FOR 2008!

ICSC now offers the CDP Examination at computer test centers around the world. Computer-based testing provides candidates with benefits like flexible schedules, convenient test locations and immediate score reports.

See page 16 in this handbook for a list of cities around the world that will offer the computer-based test through a local test center.



CERTIFIED DEVELOPMENT, DESIGN AND CONSTRUCTION PROFESSIONAL (CDP)

CDP TEST REVIEW COURSE

ICSC is offering CDP Test Review Courses to candidates seeking to achieve the designation of Certified Development, Design and Construction Professional.

More than just a review, the courses are designed to familiarize the student with test-taking techniques as well as provide a review of test specifications. Practice tests will be administered under simulated test conditions and scoring for the examination will be reviewed.

Convenient and Practical

The review courses are two hours in length. The CDP Test Review Courses are offered in conjunction with major ICSC meetings. You can attend the meeting of your choice, and while there, set aside just a few hours to take advantage of this educational opportunity.

Fees

\$75 Member (U.S.); \$100 Non-member (U.S.) If you plan to take the CDP certification examination in 2008, we encourage you to take advantage of this valuable opportunity to brush up on your knowledge and get hands-on experience in test-taking techniques.

How to Register

Return your completed registration form with a check made payable to ICSC. Or, for faster registration, register at www.icsc.org or fax the registration form along with credit card number to: +1 732 694 1800, 24 hours a day, 7 days a week (credit card orders only).

Cancellations

Cancellations received ten business days prior to the scheduled review course will be subject to a \$25 cancellation fee. No refunds will be given for cancellations received three business days prior to the review course. All requests for refunds must be received by ICSC in writing.

2008 Calendar of Test Review Courses

Date	Time	Location	ICSC Meeting
March 9	4:00 – 6:00 PM	University of Pennsylvania Philadelphia, Pennsylvania	University of Shopping Centers
April 13	1:00 – 3:00 PM	Double Tree Paradise Valley Resort Scottsdale, Arizona	John T. Riordan School for Professional Development
April 16	12:30 – 2:00 PM	RAI Convention Center Amsterdam, The Netherlands	European Conference
May 18	9:00 – 11:00 AM	Las Vegas Hilton Las Vegas, Nevada	RECon 2008
July 9	1:00 – 3:00 PM	Boston Convention & Exposition Center Boston, Massachusetts	New England Idea Exchange
August 17	1:00 – 3:00 PM	MSU Kellogg Center Lansing, Michigan	John T. Riordan School for Professional Development
August 17	1:00 – 3:00 PM	Gaylord Palms Resort Kissimmee, Florida	Florida Conference
September 10	1:00 – 3:00 PM	San Diego Convention Center San Diego, California	Western Division Conference and Deal Making
October 6	1:00 – 3:00 PM	Georgia World Congress Center Atlanta, Georgia	Southeast Conference
October 22	1:00 – 3:00 PM	Hyatt Regency Chicago, Illinois	Chicago Deal Making
October 29	1:00 – 3:00 PM	Henry Gonzalez Convention Center San Antonio, Texas	Texas Conference and Deal Making
December 3	9:00 – 11:00 AM	Arizona Biltmore Phoenix, Arizona	CenterBuild Conference
December 7	1:00 – 3:00 PM	New York Sheraton New York, New York	New York National Conference and Deal Making

Special Note: ICSC reserves the right to cancel any of the review courses. Should this happen, the registration payment will be refunded.

 Name (First) _____ (Last)

 Title

 Company

 Address

 City _____ State/Province _____ ZIP/Postal Code _____

 Country
 _____ - _____ - _____
 Telephone Number _____ Fax Number _____

 Your Individual Member ID Number _____ E-mail Address _____
 (Important – not company number)

Place a check mark beside one of the following Test Review locations:

<input type="checkbox"/> March 9 (2008TRP) – Philadelphia, PA	<input type="checkbox"/> September 10 (2008TRS) – San Diego, CA
<input type="checkbox"/> April 13 (2008TRA) – Scottsdale, AZ	<input type="checkbox"/> October 6 (2008TRG) – Atlanta, GA
<input type="checkbox"/> April 16 (2008TRH) – Amsterdam, Netherlands	<input type="checkbox"/> October 22 (2008TRI) – Chicago, IL
<input type="checkbox"/> May 18 (2008TRL) – Las Vegas, NV	<input type="checkbox"/> October 29 (2008TRT) – San Antonio, TX
<input type="checkbox"/> July 9 (2008TRB) – Boston, MA	<input type="checkbox"/> December 3 (2008TRZ) – Phoenix, AZ
<input type="checkbox"/> August 17 (2008TRE) – East Lansing, MI	<input type="checkbox"/> December 7 (2008TRN) – New York, NY
<input type="checkbox"/> August 17 (2008TRF) – Kissimmee, FL	

REGISTRATION FEES:

\$75 Member* (payable in U.S. Funds) \$100 Non-member (payable in U.S. Funds)

*To qualify for the member fee, you must be an ICSC member.

If your company is a member of ICSC and you are not, the member rate does not apply.

METHOD OF PAYMENT:

Check/Money Order (payable to ICSC in U.S. funds)
 MasterCard Visa Amex Discover Total \$ _____

 Name (as it appears on credit card)

 Account Number (include all digits) _____ Expiration Date _____ Mo. _____ Yr. _____

Signature: _____

RETURN TO:

International Council of Shopping Centers
 P.O. Box 26958
 New York, NY 10087-6958
 Fax: +1 732 694 1800



FOR FASTER REGISTRATION: Register at www.icsc.org or fax this form to +1 732 694 1800, 24 hours a day, 7 days a week (credit card orders only).

CERTIFIED DEVELOPMENT, DESIGN AND CONSTRUCTION PROFESSIONAL (CDP)

Who Should Apply

Individuals who have been actively engaged in the development, design and/or construction of shopping centers for at least five years, preferably in one of the following professions: architect, engineer, general contractor/construction manager, facilities manager, retail store planner, retail construction manager. These individuals may represent an independent contractor, a retail organization or a property owner.

How Certified Individuals, Their Employers and Clients Benefit

A recipient of ICSC's prestigious CDP designation is recognized as someone who possesses in-depth experience, skills, knowledge and understanding of development, design, construction and operations of shopping centers and other retail-related facilities. The CDP Certification Program identifies a person who has taken the time and made the effort to gain a very high level of expertise in the entire retail development process. The CDP designation is a distinction over and above the specialty professional designations commonly held by architects, engineers and contractors. Those specialty professional designations indicate an ability to design and construct, while the CDP designation signifies that a person's knowledge and abilities specifically pertain to retail development, design and construction. When working with a CDP, clients and employers will know that certified individuals have pledged to abide by a Code of Professional Ethics and moral standards in their business relationships, and that those individuals are knowledgeable and highly trained professionals who specialize in retail development, design and construction. Those with the prestigious CDP designation are recognized as professionals who have demonstrated their experience and knowledge in retail development, design and construction, and are held in the highest esteem within the retail industry and business world.

Background

At the request of ICSC members in the development, design and construction management field, ICSC has established the Certified Development, Design and Construction Professional (CDP) for design and construction specialists. The program is designed to elevate professional standards, enhance individual performance and designate those who demonstrate knowledge essential to their respective practices of shopping center expertise.

Objectives

The objectives of the CDP Program are:

- To raise the professional standards and improve the practice of shopping center development, design and construction by giving special recognition to those properly qualified professionals with responsibility for the development, design and/or construction of shopping centers, who, by meeting prescribed qualifications of experience and by passing a written examination, have demonstrated a high level of competence for the designation of Certified Development, Design and Construction Professional (CDP).
- To instill knowledge of the principles and practices of design and construction and to encourage an ethical code of conduct.
- To establish education and/or experience criteria to qualify for this designation now and in the future.
- To encourage others in training for careers in shopping center development, design and construction.
- To foster cooperation and better understanding among the various parties (owners, architects, engineers, general contractors, construction managers, facilities managers, retail store planners, customers and local government officials) involved in the development, design and construction process.

- To encourage shopping center development, design and construction professionals in a continuing program of professional development.
- To advise and participate in such seminars, meetings and education programs as may be necessary to foster these objectives.
- To establish and maintain educational standards for the profession.

Qualifications

- Candidates must be, or have been, active in a position that is directly responsible for development, design and/or construction of shopping centers as an owner representative, development manager, project manager or tenant coordinator, architect, engineer, general contractor, construction manager, facilities manager, retail store planner, or retail construction manager.
- Candidates must have a minimum of five years* of active, full-time experience in shopping center development, design and/or construction. The time period of experience will be calculated up to one month before a candidate's test window of interest: up to May 23, 2008 for the June 23-27 test window, and up to September 20, 2008 for the October 20-24 test window. Employment dates will be verified. *Applicants may substitute for the fifth year of experience the completion of ICSC Development, Design and Construction Institute or the University of Shopping Centers School of Development, Design and Construction.

Earning Your CDP

The CDP Program is a three-part process based on your experience and knowledge. Completing the application is the first step. Sitting for the examination is the second step. After achieving the designation, the third step is maintaining the designation through continuing professional education.

CDP Examination

The CDP Examination is an experience- and knowledge-based, computer-administered examination consisting of 100 multiple-choice questions, which the candidate must answer in approximately three-and-one-half hours. Questions are written by specially appointed ICSC Committees based on the examination content outline. The committees are made up of a large group of industry professionals from many parts of the world working together with Prometric, a test development company based in Princeton, New Jersey. The ICSC Committees are responsible for developing test questions and maintaining each test's content standards and category specifications. Prometric specialists assemble the approved questions into proper test format, administer the examination, and are responsible for scoring and score reporting. The CDP Examination is offered every year.

Continuing Education

Once the CDP designation has been achieved, a mandatory program of continuing education must be pursued by the applicant in order to maintain the CDP designation. Every three years, the certified individual must submit an application providing information about his/her participation in continuing education involvement. This can be achieved by attending programs given by ICSC— such as CenterBuild Conference, and non-ICSC programs that enhance a professional's knowledge (e.g., Mandatory Continuing Education [MCE] for Licensure given by other professional organizations).

Three years after achieving the CDP designation, the mandatory program of continuing education will automatically lead to achievement of the Senior Level Certified Development, Design and Construction Professional (SCDP) designation.

Test Locations and Dates

The CDP Examination will be administered at computer test centers located globally during the following test windows:

June 23-June 27

Registration Deadline: May 19, 2008

October 20-24

Registration Deadline: September 8, 2008

Registration Deadlines: These are the dates by which the ICSC must receive examination applications and all accompanying materials. All applications are reviewed by the appropriate Committee designees, and the candidates are notified prior to the desired test window as to whether or not they qualify to take the examination.

Location: Prometric Testing Centers throughout the world. For a list of ICSC computer-based testing locations, please visit ICSC's website, www.icsc.org – go to Education & Careers, view the Education menu and click on Certification Programs.

Scheduling an Appointment: Once your application has been approved you will receive an eligibility ID which allows you to schedule your preferred date and location to take the exam. Please visit the ICSC website as outlined above to schedule your appointment.

Fee

The fee for taking the examination is \$495.00 for ICSC members; \$990.00 for non-members. Your payment must accompany the application. To qualify for the member fee, the candidate must be an ICSC member and not just an employee of a member firm. Call the ICSC Information Center at +1 646 728 3800 if you are not certain about your membership status.

Applications

Candidates must submit original, notarized applications. Applications that are faxed in, missing accompanying materials, or incorrectly filled out will be returned to the applicant.

Before submitting an application for consideration, use **this checklist** to ensure that you have done the following:

- Listed your experience in chronological order, listing your most recent experience first?
- Included a complete job description – with exact dates of employment – for each position you plan to use to fulfill the requirements?
- Had your application signature witnessed by a notary public?
- Enclosed payment for the examination fee? (Checks must be made payable to ICSC in U.S. funds, drawn on a U.S. bank.)
- Made a copy of your completed application for your records?

Please Note: If you took the CDP exam in 2007 but did not pass, or if you were found eligible to sit for the examination but did not take it, you may complete **only page 6** of this application and submit it to ICSC with the examination fee.

Cancellations and Refunds

All cancellations will be subject to a minimum of \$25 cancellation fee. No refunds will be given for cancellations received after June 9, 2008 for the June 23-27 test window, or after October 6, 2008 for the October 20-24 test window. All requests for refunds must be received by ICSC in writing.

If, after your application is received, the CDP Committee determines that you are not eligible to sit for the examination, you will be issued a refund of the examination fee minus a \$25 administrative fee. Your refund will be issued prior to the test window for which you applied, providing ICSC receives the examination payment before the deadline. ICSC examinations are experience- and knowledge-based. Therefore, ICSC strongly recommends that candidates carefully review exam eligibility requirements before submitting their applications. Ensuring that your qualifications meet all exam eligibility requirements will not only expedite the review process but also will allow you to receive timely approval to take the exam. A candidate who does not meet the minimum qualifications will not be permitted to take the exam.

Other Exam Information

Calculator

You may use a financial calculator with an internal rate of return and compound interest rate function, but are not required to use one. Please note that only silent, handheld, solar-powered or battery-operated calculators (without extended memory/storage, paper tape printing capabilities, or alphabetic keypads) may be used.

Testing Scoring and Reporting

All candidates will be notified of their examination results immediately upon completion of the exam. Their pass/fail status will be shown on their computer screen. Unsuccessful candidates will receive summary reports that list the diagnostic score for the examination's content areas. Successful candidates will receive notification of their passing status only.

Pass/Fail Standard

The passing standard is a pre-determined standard of knowledge set by a criterion-referenced methodology. A candidate's score on the test will be based on the number of multiple-choice questions answered correctly; thus, you should answer all questions, as there is no penalty for guessing. Using this methodology, there is no curve and candidates do not compete against each other. There is no limit on the number of candidates who may pass or fail the examinations. Additional information about this scoring method is provided in the Candidate Information Bulletin.

Re-examination

If a candidate fails to achieve a test score equal to or above the pass/fail standard, the candidate may be re-examined at a subsequent examination period. Candidates will remain eligible to sit for the examination for one year after being notified of eligibility. There are no limitations on the number of times candidates may take the examination.

News Releases

ICSC issues news releases on successful candidates to national and local media. Please indicate on your application whether you and your company wish ICSC to include your name in its release.

Auxiliary Aids

Any disabled individual desiring an auxiliary aid for this examination should notify ICSC at least six weeks prior to the examination.



CANDIDATE EXAMINATION APPLICATION

CERTIFIED DEVELOPMENT, DESIGN AND CONSTRUCTION PROFESSIONAL (CDP)

Name (First)				(Last)			
Title							
Company							
Address							
City				State/Province		ZIP/Postal Code	
Country							
Telephone Number				Fax Number			
Member Number				E-mail Address			

IMPORTANT: If you are not sure of your membership number, check your ID or dues invoice.
Do not use someone else's number.

NOTE: In order to be processed, all parts of this form must be completed. Candidates must submit original, notarized applications. Applications that are faxed in, missing accompanying materials, or incorrectly filled out will not be accepted and will be returned to the applicant.

I wish to take the exam within the following test window: June 23-27 October 20-24

I took the exam in 2007: Yes No

I was found eligible to take the exam in 2007 but did not take the test: Yes No

If you answer Yes to either question, you may complete only this page of this application and submit it to ICSC with the examination fee.

Applicants will receive further instructions from ICSC on selecting a test date, time, and location upon ICSC's receipt of this application and determination of the applicant's eligibility to take the exam.

Home Address							
City		State/Province		ZIP/Postal Code		Country	

Do you wish ICSC to include your name in its news releases? Yes No

FEES: Examination \$495 Member (U.S.) \$990 Non-member (U.S.)

METHOD OF PAYMENT: Check/money order (payable to ICSC in U.S. Funds)
 MasterCard Visa American Express Discover Total \$ _____

Name (as it appears on credit card)							
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Account Number (include all digits)						Expiration Date		Mo	Yr
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Signature							
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SECTION 1: ELIGIBILITY REQUIREMENTS

I will have had the following experience one month prior to the exam (by May 23, 2008 for the June 23-27 test window, or by September 20, 2008 for the October 20-24 test window)

- Five full years of active experience in a position directly responsible for development, design and/or construction of shopping centers as an owner representative, development manager, project manager or tenant coordinator, architect, engineer, general contractor, construction manager, facilities manager, retail store planner or retail construction manager.
- Four full years of active full-time experience in shopping center development, design and/or construction. I also will have completed the ICSC Development, Design and Construction Institute or the University of Shopping Centers School of Development, Design and Construction.

SECTION 2: ICSC INSTITUTE OR UNIVERSITY PROGRAMS COMPLETED BY DATE OF EXAMINATION

	Location – City, Country	Date Completed
Development, Design, and Construction Institute	_____	_____
School of Development, Design, and Construction	_____	_____

SECTION 3: SHOPPING CENTER BUSINESS EXPERIENCE

Give details only of employment related to this application. List in reverse chronological order beginning with your current employment. If space provided under Section 3A is insufficient to document the minimum experience required (see Section 1), photocopy Section 3 and complete. Be sure to complete Parts A and B and to include all requested documents upon submission of your application.

A. EMPLOYMENT

Current Employment:

Employer: _____ Position: _____

Dates of Employment from _____ to _____
mo./day/yr. mo./day/yr.

1. How long have you held this position? _____ years
2. Have you held other positions with this employer? Yes No

If Yes, please note the other position(s) and years you held them. (Dates of employment and years in position[s] should add up.)

3. Supervisor's Name: _____

Title: _____ Phone: _____

Past Employment:

Employer: _____ Position: _____

Dates of Employment from _____ to _____
mo./day/yr. mo./day/yr.

1. How long did you hold this position? _____ years
2. Supervisor's Name: _____

Title: _____ Phone: _____

Past Employment:

Employer: _____ Position: _____

Dates of Employment from _____ to _____
mo./day/yr. mo./day/yr.

1. How long did you hold this position? _____ years
2. Supervisor's Name: _____

Title: _____ Phone: _____

B: JOB DESCRIPTION

You must attach a complete job description detailing your day-to-day responsibilities for every position you use to fulfill the requirements. The job description may be in the form of a corporate job description, resume or brief narrative.

PLEASE READ THE FOLLOWING CAREFULLY.

Sign in the space provided below in the presence of a

NOTARY PUBLIC

and return the completed application along with all the required support documentation and your application fee to:

**CDP EXAMINATION
ICSC
1221 AVENUE OF THE AMERICAS
NEW YORK, NY 10020-1099**

This application is submitted with the full understanding that the information provided herein is for the sole purpose of assisting the CDP Committee to judge my eligibility to take the examination and that the information will be held in strictest confidence. I attest that the information submitted is correct and complete, and I understand that any misstatement of fact may disqualify me from taking the examination and could result in the termination or suspension of such designation if it shall have been conferred upon me.

I agree to provide any additional information relating to my qualifications which the CDP Committee may request. I, hereby, authorize the CDP Committee to check the information supplied herein with any present or past employers where I have taken the course(s) indicated.

I, hereby, waive any and all claims against the International Council of Shopping Centers and any of its Members, Trustees, Agents, or Representatives, individually or as a group, arising out of or resulting from any failure or refusal to confer upon me the professional designation I seek in making this application or upon the termination or suspension of such designation if it shall have been conferred upon me.

I wholeheartedly subscribe to the official pledge and the Code of Professional Ethics adopted for the designation I seek in making this application and attest that I have received and read copies of same.

I recognize that the designation CDP is a registered service mark and collective membership mark, and that I shall cease to use any mark of identification as a CDP in the event of my resignation, expulsion, or suspension pursuant to the Rules and Regulations of the International Council of Shopping Centers relating to these certifications.

Applicant's signature _____ Date _____

State of _____ County of _____

On the _____ day of _____, 20____, before me personally came _____
(applicant's name)

known to me to be the individual described herein who examined the foregoing application, and he/she duly attested to me that the foregoing application is true and correct.

(Notary Public)

Preparing to Take the Examination

Prepare for the examination by choosing the study method that best suits your schedule and learning style — independent study or group study. Some people find that attending ICSC and other education programs, including their own company programs, is helpful in their preparation and study.

Independent Study

Many successful candidates develop their own method of study. Reviewing the topics on the content outline in conjunction with ICSC publications, and applying the professional literature to personal experience, are the keys to success.

ICSC Support

Many of ICSC's established programs support the CDP Program by helping candidates become familiar with the body of knowledge of shopping center development, design and construction. ICSC offers the following new and established programs.

Test Review Courses

ICSC in conjunction with Prometric has developed a CDP Test Review Course designed to familiarize the student with test-taking techniques, as well as provide a review of the test content areas. Practice tests are administered under simulated test conditions, and the scoring for the examination is reviewed.

John T. Riordan School for Professional Development

The School for Professional Development, through its Certificate Program, offers a wide range of courses via week-long Institutes in shopping center management, marketing, leasing, and development.

University of Shopping Centers

The University offers candidates the opportunity either to enhance expertise in a present area of interest or to delve into new ones.

Finance for Non-Financial Professionals

This comprehensive one-and-one-half day seminar will demystify finance for the non-financial shopping center professional.

Leasing for Non-Leasing Professionals

This comprehensive one-and-one-half day seminar will demystify leasing for the shopping center professional.

Law for Non-Lawyers

This comprehensive one-and-one half day seminar will demystify law for the shopping center professional.

Study Groups

Only groups sponsored or organized by ICSC to prepare for the examination are endorsed by ICSC. ICSC is not responsible for any information given in study groups not endorsed by the organization.

Study Aids

Study aids are designed to help candidates gain an understanding of the eight broad subject areas, and their sub-areas, which are covered on the examination. However, candidates are responsible for keeping up to date on any relevant changes or significant developments in the field of shopping center development, design and construction. Candidates are responsible for demonstrating knowledge and experience derived from on-the-job practice defined by the content outline and should design the preparation process, using such reference materials, as they deem appropriate and necessary. The ICSC Certification Program is not designed for entry-level shopping personnel. The levels of experience reflected in the eligibility requirements are the minimum needed for the examination. For successful completion, the examination requires both knowledge and relevant experience. For more information on these education programs, visit ICSC's homepage www.icsc.org or call the ICSC Information Center at +1 646 728 3800.

CDP e-PRACTICE TEST

Take a brief exam on your PC in the privacy of your home or office. The e-Practice Tests were developed to give potential certification candidates an instant opportunity to learn how the exam questions are structured, and to highlight the candidates' strengths and weaknesses in the subject matter which will assist them in their planning and preparation for the lengthier exam. The items in the e-Practice Tests have appeared on previous examination administrations and reflect a sample of content and difficulty levels a candidate would find on actual exams.

Note: The e-Practice Test contains 15 items which are available in two modes. In the exam mode, after completing all 15 items, you will be instructed as to how many items you answered correctly and receive feedback as to whether you answered the question correctly or incorrectly with an explanation of the correct answer.

The study mode provides immediate feedback as to whether you answered the questions correctly or incorrectly, with an explanation of the correct answer once each item is completed.

Each e-Practice Test candidate has access to his/her designated e-Practice Test for 24 hours (one day), which begins from the moment of the initial logon time to the service.

Free to ICSC Members.

To sign up for an e-Practice Test, register online at www.icsc.org, go to the Education & Careers menu and click on Certification Program. E-Practice Tests are free to ICSC Members.

CDP EXAMINATION CONTENT OUTLINE

Following is a detailed outline of the major content areas of the examination, with an indication (in parentheses) of how much of the exam is devoted to each area. The questions on the examination will reflect an integration of these areas. The content outline was derived from an extensive study that defined the knowledge and experience needed for a qualifying candidate to hold the CDP designation, which demonstrates a broad knowledge across various disciplines involving development, design and construction of retail real estate. Prometric and the CDP Committee worked together to define these specifications.

1. Pre-Development (20%)

- 1.1 Retail basic knowledge (e.g., regional centers, mixed use, basic layout, etc.)
- 1.2 Site selection & acquisition
- 1.3 Typical lease language for tenant buildout and landlord requirement
- 1.4 Real estate agreements
- 1.5 Due diligence process (e.g., new construction versus remodel or renovation)
 - 1.5.1 Surveys and topos
 - 1.5.2 Environmental
 - 1.5.3 Geotechnical
 - 1.5.4 Ecological
 - 1.5.5 Existing conditions
 - 1.5.6 Zoning
- 1.6 Entitlements
- 1.7 Governmental coordination
- 1.8 Lender requirements and public financing
- 1.9 Pro forma

2. Design (20%)

- 2.1 Design phases (basic and additional services)
- 2.2 Construction documents & specifications phase
 - 2.2.1 Architectural
 - 2.2.2 Mechanical/electrical/plumbing
 - 2.2.3 Structural
 - 2.2.4 Civil/site improvements
 - 2.2.5 Fixtures and amenities
 - 2.2.6 Landscaping
 - 2.2.7 Graphics
- 2.3 Standard design contract documents (e.g., Associated General Contractors of America [AGC], American Institute of Architects [AIA], and other types)
- 2.4 Single store vs. rollout program/design and construction
- 2.5 Design principles specific to retail (owner's program)
- 2.6 Materials and finishes; interior and exterior
- 2.7 Lighting; interior and exterior
- 2.8 Sustainable designs (e.g., Leadership in Energy and Environmental Design [LEED] certification)
- 2.9 How design and construction impact routine and preventive maintenance

3. Construction/Construction Management (20%)

- 3.1 Construction process (pre-construction, construction & post-construction activities)
 - 3.1.1 Pre-qualifications
 - 3.1.2 Pre-bid & bid phases
 - 3.1.3 Contract award phase
 - 3.1.4 Pre-construction
 - 3.1.5 Mobilization & construction phases
 - 3.1.6 Construction close-out phase
 - 3.1.7 Quality control

- 3.1.8 Standard documentation
- 3.2 Standard construction contract documents (e.g., Associated General Contractors of America [AGC], American Institute of Architects [AIA], and other types)
- 3.3 Value engineering/systems analysis/facilities management
- 3.4 Construction delivery methods
- 3.5 Safety management (e.g., Experience Modification Rating [EMR])
- 3.6 Project scheduling and phasing
- 3.7 Project access and public safety
- 3.8 Construction in an operating property (e.g., access, dust and noise control, signage)
- 3.9 Labor/materials issues
- 3.10 Construction budgeting/estimating
- 3.11 Engineering activities
 - 3.11.1 Testing and inspections
 - 3.11.2 Environmental remediation (asbestos abatement, soils and ground water remediation)
 - 3.11.3 Storm water best management practices
- 3.12 Project commissioning/turnover

4. Retail Store Planning (10%)

- 4.1 Lease outline drawings and condition of premises
- 4.2 Appearance and traffic flow
- 4.3 Electrical, mechanical, plumbing and physical requirements
- 4.4 Storefront and signage, including prototypical tenant design
- 4.5 Landlord/tenant scope of work
- 4.6 Landlord design and construction criteria
- 4.7 Tenant fixturing and visual merchandising

5. Tenant Coordination (10%)

- 5.1 Key points in lease
- 5.2 Tenant design criteria
- 5.3 Tenant plan reviews/approval
- 5.4 Permitting
- 5.5 Tenant construction administration/contractor guidelines
- 5.6 Tenant close-out procedures
- 5.7 Schedule management

6. Codes/Rules & Regulations (5%)

- 6.1 Government regulatory approvals, variances, and compliance
- 6.2 Accessibility and worker safety standards and compliance
- 6.3 Building and energy codes (e.g., heating, ventilation, and air conditioning [HVAC] requirements) specific to use
- 6.4 Building and occupancy permits
- 6.5 Municipal management (local codes/laws)
- 6.6 Life safety systems

7. Project Cost Management (10%)

- 7.1 Budget development and forecasting
- 7.2 Ongoing cost reporting
- 7.3 Change order management
- 7.4 Pay application process

8. Legal/Insurance/Ethics (5%)

- 8.1 Lease legal
- 8.2 Real estate agreements (e.g., construction, operation and reciprocal easement agreements [COREA])
- 8.3 Insurance requirements (landlord/owner, tenant, contractor, lenders, design professionals)
- 8.4 Lien waivers/lien laws
- 8.5 Business ethics
- 8.6 Dispute resolution

CDP EXAMINATION SAMPLE QUESTIONS

1. As a general rule, one would expect a regional center to have at least a
 - A. Restaurant
 - B. Movie theater
 - C. Department store
 - D. Grocery store
2. Which of the following is NOT an objective of a global retail chain's "roll-out" program?
 - A. Maintain design consistency on a multi-national basis
 - B. Standardize costs
 - C. Increase brand penetration in new markets
 - D. Test a new concept
3. How many cubic yards of concrete should be used when placing a sidewalk 4 feet (1.2192 metres) wide by 100 feet (30.4800 metres) long at a depth of 4 inches (10.16 centimetres)?
 - A. 4.95 cubic yards (3.78 cubic metres)
 - B. 59.26 cubic yards (45.308 cubic metres)
 - C. 133.32 cubic yards (101.930 cubic metres)
 - D. 199.56 cubic yards (152.584 cubic metres)
4. One important aspect of a trade fixture is:
 - A. That it is designed and built specifically for a retail tenant's business, usually is not attached to walls or floor, and usually is removed when the tenant vacates.
 - B. Its unique flexibility for relocating the fixture from one tenant space to another, usually then being easily attached to the walls and/or floors.
 - C. That it is installed by a labor union tradesperson, who performs the installation by attaching it to the leased premises walls and/or floors.
 - D. The method in which it is permanently attached within the tenant space, and is usually left behind at lease expiration.
5. Which of the following is considered a turnkey delivery?
 - A. The landlord constructs base building and tenant constructs tenant improvements at tenant's cost.
 - B. The landlord constructs base building and tenant improvements at landlord's cost.
 - C. The tenant receives tenant improvement allowance (TI allowance) and constructs its own space.
 - D. The tenant constructs base building and tenant's improvements at tenant's cost.

Multiple Choice Sample Questions – Answer Key
1. C, 2. D, 3. A, 4. A, 5. B

RULES AND REGULATIONS

ARTICLE I. GENERAL PROVISIONS

1.01 Designation

There is hereby created the designation of Certified Development, Design and Construction Professional (CDP) of the International Council of Shopping Centers (ICSC), to be awarded to those persons who qualify pursuant to these rules and regulations.

1.02 Objectives

- a) To raise the professional standards and improve the practice of shopping center development, design and construction by giving special recognition to those properly qualified professionals with responsibility for the development, design and/or construction of shopping centers, who, by meeting prescribed qualifications of experience and by passing a computer-based examination, have demonstrated a high level of competence for the designation of (CDP) Certified Development, Design and Construction Professional.
- b) To instill knowledge of the principles and practices of design and construction and to encourage an ethical code of conduct.
- c) To establish education and/or experience criteria to qualify for this designation now and in the future.
- d) To encourage others in training for careers in shopping center development, design and construction.
- e) To foster cooperation and better understanding among the various parties (owners, architects, engineers, general contractors, construction managers, facilities managers, retail store planners, customers and local government officials) involved in the development, design and construction process.
- f) To encourage shopping center development, design and construction professionals in a continuing program of professional development.
- g) To advise and participate in such seminars, meetings and education programs as may be necessary to foster these objectives.

1.03 Emblem

The Board of Trustees of ICSC or the Committee established in Article V hereof (the Committee) may adopt an emblem as the official emblem to be used only by designated persons in such manner as prescribed herein or otherwise by the Board of Trustees. The right of any person to use the emblem may be revoked by the Board of Trustees in accordance with the provisions of Section 3.04 of these rules and regulations.

ARTICLE II. QUALIFICATIONS AS CERTIFIED DEVELOPMENT, DESIGN AND CONSTRUCTION PROFESSIONAL

2.01 Professional Designation – CDP

Upon notification by an independent testing organization that an individual has passed the examination described in Section 2.03 hereof, or pursuant to a decision of the Board of Trustees after review by the Appeals Committee, the professional designation CDP (Certified Development, Design and Construction Professional) shall be conferred by the Committee.

2.02 Qualifications

In order to qualify for the designation CDP, a person must meet the following requirements, standards and such additional requirements as may be established from time to time by the Board of Trustees or the Committee.

- a) Applicant must be or have been active in a position directly responsible for development, design and/or construction of shopping

centers as an owner representative, development manager, project manager or tenant coordinator, architect, engineer, general contractor, construction manager, facilities manager, retail store planner or retail construction manager.

- b) Applicant must have at least five years of active, full-time experience in shopping center development, design and/or construction. One of the five years of required experience may be substituted with educational training in a related field as approved by the Committee.
- c) Applicant must achieve a passing score on the computer-based CDP Examination.
- d) Once the CDP designation has been achieved, a mandatory program of continuing education must be pursued by the applicant in order to maintain the CDP designation.
- e) Applicant must submit an application on the official application form, which shall be reviewed by the Committee or a designee thereof.
- f) Applicant must pledge in writing to abide by these rules and regulations and the Code of Professional Ethics.
- g) Applicant must establish to the satisfaction of the Committee a reputation for integrity and ability, and good moral character verifiable with satisfactory business references.
- h) Applicant must submit with his/her application the fees prescribed in Section 4.01.
- i) Applicant must submit a signed irrevocable waiver of any and all claims against the International Council of Shopping Centers, Inc., or any of its members individually or as a group, arising out of or resulting from any official act in connection with the designation or certification of a Certified Development, Design and Construction Professional.

2.03 Examination

A computer-based examination will be given by an independent testing organization with the guidance and under the supervision of the Committee, at such times and places as the Committee may determine. The examination shall be of such scope as to test the candidates' knowledge of proper shopping center development, design and construction principles and practices.

2.04 Notification

The independent testing organization shall notify each candidate as to whether or not the candidate passed the examination and a designee of the Committee shall notify the Committee of the names of those that passed the examination. The Committee shall, in the absence of any objection, award the CDP designation to those persons who passed the examination. Any objection shall be considered by the Committee to determine if the person meets the requirements of the CDP designation. Those candidates who were not awarded the designation will be notified of the reasons thereof.

2.05 Appeals

- a) There shall be an Appeals Committee composed of five members of the ICSC, appointed by the President, at least one of whom is a member of the ICSC Board of Trustees, and at least one of whom is a CDP. Three members of the Committee are required for a quorum.
- b) Any candidate for the designation who completes a computer-based examination and whose designation as a CDP is not awarded by the Committee may appeal the decision of the Committee to the Appeals Committee by following the procedures set forth in this section.
- c) All appeals shall be filed within sixty (60) days after receiving notice of the action taken by the Committee pursuant to Section 2.01 of this article. Appeals shall be filed by giving written notice to the Chairmen of the Appeals Committee and the Committee.
- d) Before the application deadline for the next administration of the CDP examination, the Appeals Committee shall review the appeals

notice and determine whether there are sufficient grounds for appeal. If sufficient grounds exist, the Appeals Committee shall hold a hearing at which each of those candidates who has filed appeals may appear. Each candidate shall be given an opportunity to persuade the Appeals Committee that the decision of the Committee should be altered. The grounds for appeal shall be limited to one or both of the following causes:

- 1) That a candidate believes he/she was discriminated against on the basis of age, sex, race, religion, national origin, handicap or marital status.
- 2) That some irregularity occurred in the examination procedures, which may have caused the candidate to fail the examination. The appeals procedure shall in no manner be construed as a re-examination.
- e) Following the hearing, the Appeals Committee shall recommend appropriate actions to the Board of Trustees, which shall make the final decision on the appeal. The Committee shall prepare a written explanation of its decision. The candidate will be notified of the Committee's recommendation and the final decision of the Board of Trustees within ten (10) days of such decision.

**ARTICLE III.
MEMBERS: USE OF TITLE**

3.01 Certification

Shall be limited to persons qualifying for the professional CDP Designation.

3.02 Certificate

Each person qualifying for the CDP designation shall receive an appropriate certificate.

3.03 Use of Title

Persons certified pursuant to these rules may be identified by the CDP Designation. Any person so certified may use the CDP designation immediately following his/her signature on letters, reports, articles and/or any other publications, and use the title Certified Development, Design and Construction Professional, ICSC, on individual letterheads, business cards, seals and professional forms. The use of such title or designation by any firm, group, agency, partnership or corporation is specifically prohibited; and any use of its application to any group, other than the individual so designated, is specifically prohibited. The title or designation shall always be used in such a manner as to dignify the profession, and in accordance with any rules and regulations governing such use, which may hereafter be adopted by the Board of Trustees or the Committee.

3.04 Expulsion

Upon recommendation of the Committee and after a hearing conducted by the Committee, a CDP certification may be canceled upon the vote of two-thirds or more of the Trustees present at a meeting of the Board of Trustees, if a person previously certified:

- a) Is convicted of a felony or any crime or misdemeanor involving moral turpitude;
- b) Is declared incompetent or insane by a court having jurisdiction; or
- c) Refuses to abide by or observe these Rules and Regulations, the Code of Professional Ethics or such other rules adopted by the Board of Trustees.

3.05 Effect of Resignation or Expulsion

In the event of resignation or expulsion of any CDP, or during any period of suspension, such person shall cease to use any marks or identification as a Certified Development, Design and Construction Professional.

**ARTICLE IV.
FEES AND CHARGES**

4.01 Application Fee

Each application for certification from a member of ICSC shall be accompanied by the appropriate fee. Each application for certification from any other person shall also be accompanied by the appropriate fee. In the event that the applicant fails to fulfill the minimum qualifications for taking the examination as set forth by the Committee, under Article II of these Rules and Regulations, a designated portion of the application fee will be refunded.

**ARTICLE V.
CDP COMMITTEE**

5.01 Standing Committee

CDP Admissions and Governing Committee is hereby created to assist the Board of Trustees in connection with the administration of these Rules and Regulations.

5.02 Composition of Committee

The Committee shall consist of a chairperson and at least nine members of ICSC appointed by the President of ICSC with the approval of the Board of Trustees. All members shall be appointed for three-year terms. No member shall be eligible to serve more than six consecutive years. Persons who have held appointment for six consecutive years may be reappointed only after one year's absence from the CDP Committee.

5.03 Duties of Committee

This Committee shall oversee the preparation, administration and grading of the written examination and shall award the CDP Designation, subject to appeals of disputes as provided in Section 2.05. The responsibilities of the Committee shall also include receiving and investigating complaints brought by responsible individuals alleging violations of the Code of Professional Ethics by a CDP in the performance of his/her business duties. Following its investigation and following a hearing at which the CDP shall be given the opportunity to respond to complaints and to present testimony, the Committee may, by an affirmative vote of not less than two-thirds of its members, refer the matter to the Board of Trustees with its recommendation.

5.04 Meetings

The Committee shall meet at least once a year. Special meetings may be called by the President of ICSC or by the Committee chairperson.

5.05 Quorum

The Committee may take action by vote of a majority of its members if a quorum is present. A quorum shall consist of one more than 50 percent of the total number of the Committee.

5.06 Reports

The Committee shall make an annual report to the Board of Trustees of ICSC.

**ARTICLE VI.
ADDITIONAL REGULATIONS**

6.01 Effect

All Rules and Regulations now or hereafter adopted shall be binding upon all persons holding certificates as Certified Development, Design and Construction Professionals.

6.02 Publications

All Rules and Regulations shall be published in proper form and made available.

ARTICLE VII.

These Rules and Regulations may be amended by the Board of Trustees, upon recommendation approved by a two-thirds vote of the Committee.

CODE OF PROFESSIONAL ETHICS

Preamble

The purpose of this Code of Professional Ethics is to further the professional stature of those engaged in the profession of shopping center development, design and construction by adherence and dedication to principles beneficial to the relationship, fellow CDPs, clients, customers and the shopping center industry.

A CDP shall be bound by the following pledge:

I pledge myself to the advancement of professionalism within shopping center development, design and construction through the auspices of Certified Development, Design and Construction Professionals.

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

I pledge myself to place honesty and integrity above all else and to pursue my gainful efforts with diligence and dedication so that all clients will be served in accordance with the highest possible standards of Certified Development, Design and Construction Professional.

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

ARTICLE I

This Code of Professional Ethics for Certified Development, Design and Construction Professional shall be incorporated into and made part of the Rules and Regulations of CDP and be considered a part thereof.

ARTICLE II

A CDP shall not use or permit to be used the CDP Designation or emblem in any manner that will adversely affect the professional standards or objectives of Certified Development, Design and Construction Professional.

ARTICLE III

A CDP shall not make or encourage derogatory statements, written or oral, concerning another CDP or his/her business activities.

ARTICLE IV

A CDP shall not commingle moneys which he/she has collected on behalf of clients or which have been entrusted to him/her by clients to be held in escrow accounts.

ARTICLE V

A CDP shall not engage in any activity that might be considered a conflict of interest with any client's interest unless such client first has been advised of the facts and circumstances and has approved of such activity.

ARTICLE VI

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

ARTICLE VII

A CDP shall not disclose to any party information concerning a client's business affairs without prior written consent of the client.

ARTICLE VIII

A CDP shall at all times keep proper financial and other records concerning the development, design and/or construction of the shopping center properties in accordance with good business practices and professional standards of Certified Development, Design and Construction Professionals.

ARTICLE IX

A CDP shall at all times develop, design and construct shopping center properties consistent with the highest standards possible and in compliance with all applicable codes, regulations and laws as well as consistent with obtaining the highest possible income for his/her clients.

CDP ADMISSIONS AND GOVERNING COMMITTEE**Co-Chair**

Gordon T. Greeby, Jr. PE, CDP
The Greeby Companies, Inc.

Co-Chair

James F. Tinkum, CDP
Retail Development, Design, and Construction
Consultant

Committee

Ronald A. Altoon, FAIA, CDP
Altoon + Porter Architects LLP

James B. Heller, CDP
KA Architecture

Paul A. Schmidt, AIA, CDP
Nordstrom, Inc.

Douglas W. Betz, CDP
Woolpert LLP

Gar Herring, CDP
The MGHerring Group Inc.

Dale E. Scott, CDP
SIKON Construction

Dan Booher, CDP
Kohl's Department Stores, Inc.

Lance Josal, AIA, CDP
RTKL Associates Inc.

Raymond Silverstein, AIA, CDP
Limited Brands

Ronald L. Braun, CDP
J.C. Penney Company

Norman B. Krone, SCLS, CDP
Ballast Point Group

Dennis D. Smith, AIA, CDP
Law-Kingdon, Inc.

Charles S. Burkert, CDP
Centro Properties Group

R. Antonio Marshall, CDP
Glimcher Realty Trust

Keith Smith, CDP
Regency Centers

Mark Carroll, CDP
Benchmark Design Group

Scott J. Nathan, CDP
ATC Associates, Inc.

Martha Spatz, ALA, CDP
Development Management Associates

Mario Castro, CSM, CMD, CDP
Fondo de Valores Inmobiliarios S.A.C.A.

Bryan Novak, CDP
Wal-Mart Stores, Inc.

Ian F. Thomas, CDP
Thomas Consultants Inc.

Donald P. Davis, LEED AP, CDP
VCC

J. Howard Nudell, AIA, CDP
Nudell Architects

Mark Trommsdorff, CDP
Kimco Realty Corporation

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Mall Plaza

Richard P. O'Leary, CDP
J.C. Penney Company

Paul E. Villani, CDP
Development, Design, and
Construction Consultant

Gary L. Farmer, CDP
Coro Realty Advisors, LLC

George R. Owens, PE, CEM, CDP
Energy and Engineering Solutions, Inc.

John C. Ward, CDP
505 Design

Tim Gardels, CDP
General Growth Properties, Inc.

Jeff Pape, CDP
Regency Centers

William D. Watson, CDP
CenterCal Properties, LLC

John M. Genovese, SCLS, CDP
Macerich

Donald A. Pobst, CDP
CBL & Associates Properties, Inc.

Edmund Woodbury, CDP
McCaffery Interests

Arcadio Gil, CSM, CMD, CDP
LaSBA, S.A.

J. Thomas Porter, CDP
Thompson, Ventulett, Stainback & Assocs.

Arnold M. Gitten, CDP
Beame Architectural Partnership

Dean A. Pritchard, CDP
WLS Lighting Systems

Madeleine Gravell, CDP
Gramaco AB

Marcel S. Proskow, CDP
Maxam Design International Inc.

Craig Hale, CDP
Carter & Burgess, Inc.

William D. Rowe, CDP
Forest City Commercial Group

David Handera, CDP
Sears Holding Corporation

NORTH AMERICAN TEST SITES

A regularly updated list of test sites can be found on www.prometric.com/icsc.

CANADA

Alberta

Calgary
Edmonton

British Columbia

Vancouver/Burnaby

Manitoba

Winnipeg

Newfoundland

St. John's

Nova Scotia

Halifax

Ontario

Hamilton
Kitchener
London
Ottawa
Toronto

Quebec

Montréal
Saskatoon

UNITED STATES

Alabama

Birmingham/Homewood
Decatur
Dothan
Mobile
Montgomery

Alaska

Anchorage

Arizona

Casa Grande
Flagstaff
Phoenix
Phoenix/Goodyear
Tempe
Tucson

Arkansas

Arkadelphia
Fort Smith
Little Rock

California

Alameda
Anaheim
Camarillo
Diamond Bar
Fremont
Fresno
Gardena
Glendale
Lake Forest
Los Angeles/Culver City
Rancho Cucamonga
Redlands
Sacramento/Fair Oaks
San Diego

San Francisco

San Francisco/Kearny Sutter
San Jose
Santa Rosa
South San Francisco
Van Nuys

Colorado

Colorado Springs
Denver
Grand Junction
Longmont

Connecticut

Glastonbury
Hamden
Norwalk

Delaware

New Castle

Florida

Boca Raton
Coral Springs
Fort Meyers
Gainesville
Jacksonville
Miami
Miami/Davie
Orlando/Maitland
Sarasota
Tallahassee
Tampa
Temple Terrace

Georgia

Athens
Atlanta
Atlanta/Marietta
Augusta
Columbus
Macon
Savannah
Valdosta

Guam

Hagatna

Hawaii

Honolulu

Idaho

Boise
Pocatello

Illinois

Carbondale
Champaign
Chicago
Chicago/Lombard
Deerfield
Homewood
Peoria
Springfield
Sycamore

Indiana

Evansville
Fort Wayne
Indianapolis
Indianapolis/Carmel
Lafayette
Merrillville
Mishawaka
Terre Haute

Iowa

Ames
Bettendorf
Cedar Rapids
Iowa City
Sioux City
West Des Moines

Kansas

Hays
Kansas City/Overland Park
Pittsburg
Topeka
Wichita

Kentucky

Lexington
Louisville
Alexandria

Louisiana

Baton Rouge
New Orleans/Metairie
Shreveport/Bossier City

Maine

Bangor
South Portland

Maryland

Baltimore/Canton
Baltimore/Woodlawn
Bethesda
Columbia
Lanham
Salisbury
Towson

Massachusetts

Boston
Boston/Brookline
Boston/Burlington
East Longmeadow
Lowell
Worcester

Michigan

Ann Arbor
Detroit/Livonia
Detroit/Troy
Grand Rapids
Lansing
Sault Ste Marie

Minnesota

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Edina
Rochester MN
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Kansas City/Raytown
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St. Joseph
St. Louis/Creve Coeur

Montana

Billings
Helena

Nebraska

Columbus
Kearney
Lincoln
Omaha

Nevada

Las Vegas
Reno

New Hampshire

Concord
Portsmouth

New Jersey

Clark
Fair Lawn
Philadelphia/Deptford
Toms River
West Orange

New Mexico

Albuquerque
Las Cruces
Santa Fe

New York

Albany
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Binghamton/Vestal
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Buffalo/Amherst
East Syracuse
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Greenville
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Cincinnati
Columbus/Worthington
Maumee
Mentor
Niles
Strongsville
Troy

Oklahoma

McAlester
Oklahoma City
Tulsa
Woodward

Oregon

Eugene
Milwaukie
Portland

Pennsylvania

Allentown
Clarks Summit
Conshohocken
Erie
Harrisburg
Harrisburg/West
Lancaster
Philadelphia
Pittsburgh
Pittsburgh/Monroeville
York

Puerto Rico

Guaynabo

Rhode Island

Warwick

South Carolina

Aiken
Charleston
Columbia
Florence
Greenville
Rock Hill

South Dakota

Rapid City
Sioux Falls

Tennessee

Chattanooga
Clarksville
Franklin
Knoxville
Memphis
Nashville/Madison

Texas

Abilene
Amarillo
Austin
Beaumont/Lamar
Corpus Christi
Dallas

El Paso
Fort Worth/Bedford
Houston
Houston/Bay Area
Houston/Greenspoint
Lubbock
McAllen
Midland
San Antonio
Tyler
Waco
Wichita Falls

Utah

Lindon
Salt Lake City
St. George
Taylorsville

Vermont

Williston

Virgin Islands

St. Croix

Virginia

Alexandria
Bristol
Fairfax
Glen Allen
Lynchburg
Newport News
Roanoke

Washington

Mountlake Terrace
Spokane
Tacoma/Puyallup

Washington DC**West Virginia**

Morgantown
S. Charleston

Wisconsin

Madison
Milwaukee/Brookfield

Wyoming

Casper

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Gaborone

Ghana
Accra

Kenya
Nairobi

Mauritius
Port Louis

Nigeria
Lagos

South Africa
Cape Town
Johannesburg

Tanzania
Dar Es Salaam

Uganda
Kampala

Zimbabwe
Harare

ASIA/PACIFIC

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Melbourne
Sydney

Bangladesh
Dhaka

China
Beijing Suzhoujie
Changsha
Chengdu
Dalian
Guangzhou
Harbin
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Kunming
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Wuhan
Xiamen
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Hong Kong

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Tokyo Kayabacho
Tokyo Temple
Yokohama

Korea
Seoul Mapo-Gu

Malaysia
Kuala Lumpur

Nepal
Kathmandu

Pakistan
Islamabad
Karachi
Lahore

Philippines
Cebu City
Manila

Singapore

Taiwan
Kaohsiung
Taipei

Thailand
Bangkok

EUROPE

Armenia
Yerevan

Austria
Vienna

Bulgaria
Sofia

Croatia
Zagreb

Czech Republic
Prague

Finland
Helsinki

France
Paris
Paris Courbevoie
Toulouse

Georgia
Tbilisi

Germany
Berlin
Frankfurt
Hamburg
Munich

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Athens
Thessaloniki

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Budapest

Ireland
Dublin

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Milan

Kazakhstan
Almaty

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Bogota
Cali

Dominican Republic
Santo Domingo

Guatemala
Guatemala City

Mexico
Guadalajara
Mexico City
Monterrey

Peru
Lima

Venezuela
Caracas

MIDDLE EAST

Egypt
Cairo

Jordan
Amman

Kuwait
Kuwait City

Lebanon
Beirut

Saudi Arabia
Dammam Men
Dammam Women

United Arab Emirates
Dubai

West Bank
Ramallah

SUGGESTED READING FOR THE EXAM

**Supplement your learning with ICSC's collection of publications—
the most effective training tools in the shopping center industry!**

Shopping Center Marketing



An authoritative compendium of marketing strategies, tactics and techniques designed expressly for shopping center professionals. This book is written and reviewed by industry experts.

Item #169 / Book \$59.95
ICSC Members \$49.95

Shopping Center Management



A comprehensive volume covering all of the major areas on shopping center management. This book includes topics such as insurance and risk management, leasing, security, maintenance, marketing, crisis management, legal issues and more.

Item #173 / Book \$59.95
ICSC Members \$49.95

Shopping Center Leasing



This comprehensive volume presents an in-depth examination of the major areas involved in leasing a shopping center. Among other topics covered are merchandise mix, prospecting for tenants, understanding and negotiating rents, and project economics.

item #185 / Book \$59.95
ICSC Members \$49.95

Certified Shopping Center Manager (CSM) Handbook



An excellent resource for shopping center professionals seeking generally accepted principles and practices on shopping center management. Use this handbook as a quick refresher, as a study guide and as a constant companion in your professional life.

Item #205 / Book \$99.95
ICSC Members \$79.95

Market Research for Shopping Centers



Provides shopping center professionals with a tool to help understand and utilize market research for their shopping centers — from methodology to an in-depth look at how market research best serves the development, management, marketing, leasing and retail functions.

Item #226 / Book \$39.95
ICSC Members \$29.95

Shopping Center Study Lease



This is your guide to understanding and writing a shopping center lease. Includes commentary on demise of premises, operating costs, taxes and much more.

Item #210 / Report \$39.95
ICSC Members \$29.95

ICSC's Dictionary of Shopping Center Terms, Second Edition



Completely revised and expanded, this is your instant reference to the language of the shopping center industry. Inside you'll find key terms, acronyms and abbreviations from the many disciplines that impact the shopping center industry.

Item # 261 / Book \$39.95
ICSC Members \$29.95

Finance for Shopping Center Nonfinancial Professionals



Read this book to learn the mechanics of how to do financial calculations and develop the skill of understanding what they mean — even if you are not a "numbers" person. Included are many easy-to-understand exhibits, sample lease clauses and key concepts.

Item #170 / Book \$79.95
ICSC Members \$59.95

Shopping Center Tenant Coordination



This reference manual provides a complete guide to the tenant coordination process in expediting store openings and facilitating open communication between the tenant, landlord and project team during the construction phase of retail space.

Item #259 / Book \$59.95
ICSC Members \$49.95

Additional Suggested Readings

- *Common Area Maintenance (CAM) Administration*
- *Dollars and Cents of Shopping Centers/The SCORE 2006*
- *Brief Notes: Shopping Center Management*
- *The Library of Open-Air Shopping Center Forms*
- *Shopping Center Redevelopment and Renovation*
- *Law for Non-Lawyers*

Visit ICSC's website at www.icsc.org for further product descriptions and pricing, or call +1 301 362 6900 for phone orders.

