

ICSC John T. Riordan School for Retail Real Estate Professionals

WHICH RIORDAN SCHOOL INSTITUTE IS RIGHT FOR YOU?



The Riordan School for Retail Real Estate Professionals offers seven Institutes to choose from. Each Institute contains nine courses (one online course), most 3-1/2 hours, each offering practical, real-life examples and powerful tools which participants can immediately apply when they return to their daily work. Many attendees attend Institutes outside their core job function to gain a more holistic understanding of the retail real estate industry. The content of each course is fresh, comprehensive and concentrated, taught by prominent industry experts from around the world who serve as faculty.

LEVEL I INSTITUTES

Level I Institutes are designed for individuals with typically **less than three** years of industry experience seeking a strong foundation and knowledge base.

- **Management I**
- **Marketing I**
- **Leasing I**
- **Development, Design & Construction**

LEVEL II INSTITUTES

Level II Institutes builds upon the material taught in Level I and is designed for individuals with typically **more than three** years of industry experience, seeking to achieve a higher level of excellence.

- **Management II**
- **Marketing II**
- **Leasing II**

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MANAGEMENT I INSTITUTE COURSES

Through this Institute attendees will learn fundamental concepts to help manage a shopping center or retail space more efficiently while building on core fundamentals and concepts every manager should know and exercise.

Shopping Center Management: The Overview

This course will open with a historical perspective on the role of today's shopping center manager working with different ownership and management structures. Building on general management and financial skills, attendees will learn about building legal knowledge, understanding staff roles and evaluating the center. Retailing and merchandising, completion, security, maintenance, housekeeping, insurance, accounting and record keeping will also be discussed.

Construction and Tenant Coordination

As a manager working with any aspect of construction and tenant coordination, it is important to understand the general construction process, owner construction, contracts or specification, expenditure classification identification from the developer and tenant and the lease agreement of demised premises. Attendees will also learn the tenant coordination process and discuss the letter of intent, lease review, design review, tenant construction, close-out procedures and reporting requirements.

Basics of Leasing and Specialty Leasing

This course will, with the emphasis on leasing, show how leasing, specialty leasing and marketing property management teams can work together to increase productivity. Leasing fundamentals such as rent, CAM, real estate tax, marketing, restrictive clauses and identifying opportunities are also subjects of discussion. Attendees will learn how to develop a merchandising plan, identify a prospective tenant, make the deal and trigger tenant allowances. Specialty leasing makes up a part of most every leasing team and this class will explore terms and concepts, objectives, impact of sales on long term tenants and alternative revenue strategies.

Accounting, Budgets and Lease Administration

In this course attendees will learn about the budget as a management tool. When talking about accounting methodology it is important to understand budget development, common area budget, real estate tax, insurance administration, utilities and miscellaneous billings, billing examples, collections and defaults, financing and capital investment accountability and administration of lease provisions. This course will help set the stage for property managers to improve their overall administration skills.

Marketing As a Management Tool

For all managers it is essential to understand how to use marketing as a tool for overall success. Attendees will explore marketing for retail sales, budgeting, research, marketing funds structure, market positioning, gift cards and the structure of the marketing plan. Topics will also include marketing for income generation, strategic partnerships, sponsorships, marketing for leasing/development brochures and publicity, marketing promotions, marketing for community relations and marketing for public relations.

Retailing Basics and Tenant Productivity

In this class attendees will gain a greater understanding of the retailer business structure as well as types of retailers and how to best align their business models with goals to increase overall productivity. Topics of focus will center around fundamentals of retail merchandising, retail math, economics of retailing and retail and real estate. The economics of retail types such as retail site selection, store planning and merchandising of product. Understanding the lease, basic communication between landlord and retailer, retailer retention and how management and leasing teams' roles can increase productivity by working together will also be covered.

Operations and Physical Facilities Management

Identifying operations and maintenance work are critical in your overall management administration. It is imperative that every manager understand the significant implications of proper property inspections and maintenance of physical structures and assets. In this course attendees will learn about managing a property in-house vs. contractors, repairing or replace decisions, types of roofs, components of buildings, life expectancy of brick and mortar, maintenance and inspections. Attendees will also learn about floor maintenance, parking lots, snow clearing, food courts, energy and CAM saving techniques that include landscaping and operational systems.

Security Management and Public Safety

Attendees will focus on various topics surrounding public safety from a security management point of view. Topics will include legal issues, hiring and training the right security officer, development and use of a security manual, public relations, physical security, patrol activities, equipment/technology, security role in litigation, security role in risk management and controlled access of service corridors and public access.

Lease Language and Application of Law (Online Course)

This course will provide a greater understanding of lease language and how law functionalities pertain to common applications. Focuses of study will include letters of intent, general tenant lease form, basic lease provisions, affirmative covenants, tenant negative comments such as laws on bankruptcy and liens. Other documents and assignments (reciprocal easement agreements, construction, operations and reciprocal easement agreements, conditions, covenants and restrictions, estoppels, subordination, non-disturbance and atone-ment) will also be discussed.

MANAGEMENT II INSTITUTE COURSES

Through this Institute attendees will acquire advanced learning to help increase knowledge and prepare for more responsibilities as a shopping center professional.

Managing the Asset

This course will focus on determining and growing value—one of the most important asset management issues. Attendees will learn how value grows, merchant sales, developing the merchandising plan, budget review, evaluating the lease deal, marketing fund expenditures, specialty leasing optimization, alternative revenue opportunities, redevelopment and expansions and sustainability.

Shopping Center Finance

In this course attendees will learn about financial statements and the time value of money. Topics of focus include value analysis, Internal Rate of Return (IRR), net present value, present value, offering memorandum, capitalization rates, value, Net Operating Income (NOI), Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA), Funds From Operations (FFO), Return on Investment (ROI), replacement value, comparable value, pro forma, forecasting, financing/refinancing and Real Estate Investment Trusts (REITs).

Strategic Planning and the Business Plan

By attending this course attendees will learn about various components of the business plan that include executive summary/mission statement, the trade area, development, leasing, property management, marketing, financial and capital plan and corporate social responsibility. A focus will be placed on the topics of plan preparation, effect of leasing on cash flow, vacancies, recapturing tenant space, temporary tenants, design, amenities, architecture, maintenance, security, operating costs and budget preparation.

Maximizing Value Through Leasing and Merchandising

This course will address how leasing and development differ and why the aspects of leasing are critical to support the various elements of deal making, deal making strategies, key components of the deal and negotiation basics for non-leasing professionals. A focus will be placed on special center or selling situations with key process issues, redevelopment issues and development con-siderations.

Insurance and Risk Management

In this course attendees will learn the practical definitions of the risk management process as well as insurance terms, property insurance, liability insurance, workers' compensation, boiler and machinery, employee fidelity, crime coverage and surety. In today's insurance market it is vital to comprehend contractual agreements which can include lease documents, construction contracts, special events and public areas, claims and selecting a professional.

Development, Redevelopment and Mixed-Use

This course will address the development and redevelopment process along with mixed-use. Concepts discussed include working with ownership, development trends, overall development plan, site planning, tax incremental financing, sustainable design, construction and operation, redevelopment opportunities, managing community outreach and public process. An additional focus will be placed on the scope of projects that address superregional, regional, lifestyle and community as well as mixed-use project components, facilities coordination and ownership structures.

Sustainability and Green Buildings

In this course attendees will learn about the definitions and measures of sustainable design and construction. Subjects will include key components and principles of green building and sustainable design, understanding LEED requirements, green as defined by retailers, government and environmental groups, sustainable sites, water efficiency, energy and atmosphere, material and resources, indoor environmental quality, the economics of sustainability, regulatory requirements and corporate stewardship.

Advanced Public Relations and Crisis Management

Every company should have a crisis management plan and use public relations as a tool to develop a positive communications plan. Subjects of discussion in this course will include developing target audiences, reaching the target audience, merchant relations, tracking results of media coverage, crisis management and developing a crisis management plan, different types of crisis, goals during a crisis, notification, the crisis management team, the crisis management center, crisis team responsibilities, managing the media and post crisis management.

Professionalism in Retail Management (Online Course)

Review of the CSM certification process and its benefits to you as a management professional. This online course focuses on eligibility requirements, study materials, application submission, preparing for the exam, examination content, exam test rationale, tips on studying, use of ICSC books, online content and schools to augment learning to increase comfort level with test specifications.



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MARKETING I INSTITUTE COURSES

In this Institute attendees will learn marketing fundamentals that are essential to the development of a marketing director's career.

Shopping Center Marketing: The Overview

In this course attendees will develop a great understanding of the role of today's shopping center marketing director, strategic planner and financial planner. Topics of focus will include creating income and adding value, challenges facing today's marketing departments such as decrease in marketing funds, more pressure to enhance property cash flow, transition from creative director to sales person and measuring personal effectiveness.

Marketing Plan Development

Attendees will learn the five step marketing development plan and its integrations with the business plan. The plan includes situation analysis, problems and opportunities (SWOT), goals and objectives, strategies and tactics which analyze plan results.

Basics of Leasing and Specialty Leasing

This course will show how leasing, specialty leasing, marketing and property management teams can work together to increase productivity. Leasing fundamentals such as rent, CAM, real estate tax, marketing, restrictive clauses and identifying opportunities are all subjects of discussion in the course. Attendees will also learn how to develop a merchandising plan, identify a prospective tenant, make the deal and trigger tenant allowances. Specialty leasing makes up a part of most every leasing team and this class will explore terms and concepts, objectives, impact of sales on long term tenants and alternative revenue strategies.

Advertising and Media Strategies

Throughout this course attendees will learn about the role of advertising within the marketing plan which includes types of strategies and advertising budgets. Topics of focus will include an overview of advertising media, media terms and formulas, gross rating points, cost per point, gross impressions, reach and frequency, ratings and shares and showings. It will be imperative for marketing professionals to understand the creative process, elements of effective advertising copy, elements of effective layout and design, the production process and accountability and results measurement.

Research and Analysis

This course hones in on the basics of research. As a marketing professional is it important to understand consumer research tools such as shopper intercept surveys, telephone surveys, focus group interviews, center/competitive research tools, sales data, tenant evaluations, competitive analysis, relative draw index and market research tools. Attendees will explore market definition, demographics, economic data, benchmark tools, sales benchmarks, consumer benchmarks, and standard market benchmarks. Attendees will also explore research as a tool for aiding development, leasing, marketing, management and revenue generation activities that trends in shopping center research

Retailing Basics and Tenant Productivity

In this class, attendees gain a greater understanding of the retailer business structure as well as types of retailers and how to best align their business models with your goals to increase overall productivity. Topics of focus will center around fundamentals of retail merchandising, retail math, economics of retailing and retail and real estate. The economics of retail types such as retail site selection, store planning and merchandising of product will be discussed. Understanding the lease, basic communication between landlord and retailer, retailer retention and how management and leasing teams' roles can increase productivity by working together will also be covered.

Generating Revenue: Marketing's Role in Increasing NOI

In this course attendees will learn about the different types of revenue sponsorship, specialty retail, advertising medium, event income, gift cards and how to best use these revenue generating tools. Attendees will also learn the key benefits of adding value through identifying prospects, and identifying restrictions and constraints. Once a plan has been developed, making the plan work, determining success based on pre-determined goals and the effect on overall center value will also be discussed.

Public and Community Relations

In this course attendees will learn about different communications with stakeholders, retailers, shareholders, community, customers, media, as well as government. Attendees will also explore a public relations tool kit with definitions and objectives on public relations marketing planning, PR mailing lists, gaining coverage, preparing news releases, using photographs, creating public service announcements, conducting news conferences, components of a press kit, public relations resources and the hiring public relations agencies.

Basics of Operations (Online Course)

This online course will bring a greater understanding of the dynamics between different kinds of centers and their lease administration. Topics include pro rata recoveries, fixed CAM, rent calculation, sales collection, sales and CAM audits, accounting and financial management, insurance and risk management, security, legal considerations, housekeeping, preventive maintenance and engineering, sustainability in operations and customer amenities.

MARKETING II INSTITUTE COURSES

This Institute focuses on developing the knowledge and skills that will help you increase retail sales, improve relationships with retailers and increase your value to your employer as a shopping center marketing professional.

Managing the Asset

This course will focus on determining and growing value—one of the most important asset management issues. Attendees will learn how value grows, merchant sales, developing the merchandising plan, budget review, evaluating the lease deal, marketing fund expenditures, specialty leasing optimization, alternative revenue opportunities, redevelopment and expansions and sustainability.

Advanced Research Applications

This course explores using research as a foundation for business decisions. In an ever changing market it is important to understand consumer trends and the research road map or research tool kit. Key topics will include maximizing opportunities, merchandise mix and re-leasing strategies, master planning and mixed-use strategies, redevelopment strategies and marketing strategies.

Marketing Through Social Media and Other Web-Based Technologies

It is impossible to work as a marketing professional without consistently honing your skills in social media/networking and web-based technologies. Topics include website terminology, site map, driving traffic to the site, components of a successful site, analytics, e-mail blasts, database management, timeliness, frequency, viral marketing via blogging, texting, My Space/Facebook, Bluetooth, internet advertising, the future of tech marketing, “second life” identities and instant gratification.

Creating Value Through Strategic Marketing

This course focuses on creating market position and how marketing builds the bottom line to create a positive ROI (Return on Investment). Other topics of discussion will include addressing retail proliferation, leasing space, advertising the center, attracting customers, understanding financial fundamentals, operating statements, capitalization rates, determining value, marketing budgets, using marketing to increase value, leasing support, increasing retailer sales and direct revenue generation.

Merchandising the Center and Developing a Leasing Plan

In this course attendees will take a closer look at the application of market research and economic analysis, sales analysis and tenant mix analysis. A special focus will emphasize the merchandising of different types of centers—superregional, regional, community, neighborhood, specialty—as well as analyzing similarities in the merchandise mix of different types of centers. Attendees will also gain a deeper understanding of a project re-leasing case study involving an actual property utilizing lease plans and re-merchandising strategies.

Development, Redevelopment and Mixed-Use

The development and redevelopment process along with mixed-use will be the focus of this course. There are many components to consider that include working with ownership, development trends, overall development plan, site planning, tax incremental financing, sustainable design, construction and operation, redevelopment opportunities, managing community outreach and public process. An additional focus will be placed on the scope of projects that address superregional, regional, lifestyle and community centers as well as mixed-use project components, facilities coordination and ownership structures.

Sponsorship and Partnership Marketing

This course will help attendees better understand how to make sponsorships work in the real world. There will be two sponsorship case studies—play area naming rights and creating a long term sponsorship with a local company. Areas of focus will also include the definition of partnership marketing, making partnerships work for you and the partner as well as a partnership case study on maximizing a media buy.

Advanced Public Relations and Crisis Management

Every company should have a crisis management plan and use public relations as a tool to developing a positive communications plan. Subjects of discussion in this course will include developing target audiences, reaching the target audience, merchant relations, tracking results of media coverage, crisis management and developing a crisis management plan, different types of crisis, goals during a crisis, notification, the crisis management team, the crisis management center, crisis team responsibilities, managing the media and post crisis management.

Professionalism in Retail Marketing (Online Course)

This course will provide a complete and thorough review of the CMD certification process and how it can benefit you as a marketing professional. Discussions will include eligibility requirements, study materials, application submission, preparing for the exam, examination content, exam test rationale, tips on studying, use of ICSC books, online content and schools to augment learning to increase comfort level with test specifications.



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LEASING I INSTITUTE COURSES

Through this Institute attendees will learn the fundamentals of merchandising as well as economics and leasing and specialty leasing strategies to effectively impact the income and retail productivity of a center.

Leasing Shopping Centers: The Overview

In this course attendees will learn a fresh perspective of what it means to be a leasing representative in today's climate. Individuals working in a corporate brokerage house or retail real estate company will learn how to define the leasing team (landlord rep, tenant rep) using demographics to make decisions. Attendees will also learn how to create the ideal tenant mix by determining rental rates and creating value. While the trends in retail leasing are ever changing, this course will provide an overview of leasing encompassing ownership trends, rehabilitation of centers, mixed-use, freeway retail, ethnic centers and the use of internet.

Basics of Leasing

The principal elements of this course will help you identify your goal through understanding a lease plan, merchandise plan, NOI objectives, owners criteria and components of terms. Attendees will also learn to identify the tenant by understanding, prospecting, qualifying the merchant, on-site visit, sales information-market demographics, deal parameters-ethics and negotiating and closing the deal. Making the deal can be a win-win for both of the deal making parties. Attendees will also learn about triggering tenant allowances in various situations and future plans in order to determine limits.

Specialty Leasing and Alternative Revenue

This class is guaranteed to bring a deeper understanding of specialty leasing and alternative revenue streams for your shopping center or assets. Learn how program development from owner expectations, income vs. image balance, expenses, personnel, strategic plans and revenue streams are all intrinsic facets of understanding specialty leasing and keys to success. Attendees will also learn about program administration, deal documentation, revenue collection, operating, controls, visual presentation and resources for making contacts. When it comes to making the deal it is important to understand prospecting, deal terms, risk reward, insurance as well as termination rights.

Tenant Coordination

In this course attendees will learn from the developer's perspective as well as the tenant's perspective. Topics will include lease agreement of demised premises, inspecting the space, meeting with the tenant's leasing agent to discuss a deal, working with your own leasing agent to determine the scope of work, the tenant coordination process close-out procedures and reporting requirements.

Lease Administration

Through this course attendees will learn how to define the team responsibilities while understanding the leasing person's role in enforcing the lease. Subjects include understanding the lease summary, auditing the tenant, responsibility of monitoring the tenant, billings and collections, enforcing lease provisions, management's power in enforcing the lease, administration of additional charges and options including common area maintenance, real estate taxes, insurance, renewals and security deposits.

Retailing Basics and Tenant Productivity

In this class, attendees will gain a greater understanding of the retailer business structure as well as types of retailers and how to best align their business models with goals to increase overall productivity. Topics of focus will center around fundamentals of retail merchandising, retail math, economics of retailing and retail and real estate economics of retail types such as retail site selection, store planning and merchandising of product. Understanding the lease, basic communication between landlord and retailer, retailer retention and how management and leasing teams' roles can increase productivity by working together will also be covered.

Prospecting for Tenants: Sources, Trends and Negotiations

This course will help attendees understand how to analyze the market by defining the trade areas, determining the competition, performing rent analysis of competition and evaluating the lease plan. The art of finding and identifying prospects through advertising, publicity, brokers and trade shows are just a few of the subjects which will be discussed. Attendees will also learn negotiations, lease summaries, pro-formas, demographic packages, construction and design criteria, CAM estimate and tax estimate and how to negotiate the deal.

Making the Deal: Salesmanship and Structuring Special Deals

Attendees will take an in-depth look at the art of salesmanship while understanding the deal and the deal presentation. Topics will include closing the deal (written proposals, responsibilities, techniques), moving existing tenants, replacing weak tenants, introducing new tenants and applying basic principles to create the best merchandise mix. Attendees will also work through a case study to bring a fresh perspective and angle of understanding to this subject.

The Lease Language and Applications of Law (Online Course)

This course will bring a greater understanding of lease language and how law functionalities pertain to common applications. Focuses of study will include letters of intent, general tenant lease form, basic lease provisions (exhibits, lease term, options, rent, common areas and facilities, lease assignments and sublease), affirmative covenants between the landlord and tenant, tenant negative comments, bankruptcy and liens. Additional topics will include other documents and assignments such as reciprocal easement agreements, construction, operations and reciprocal easement agreements, conditions, covenants and restrictions, estoppels, subordination, non-disturbance and atonement.

LEASING II INSTITUTE COURSES

This Institute will increase knowledge on leasing expertise in order to remerchandise centers and create greater value for the owner.

Managing the Asset

This course will focus on determining and growing value—one of the most important asset management issues. Attendees will learn how value grows, merchant sales, developing the merchandising plan, budget review, evaluating the lease deal, marketing fund expenditures, specialty leasing optimization, alternative revenue opportunities, redevelopment and expansions and sustainability.

The Law and Its Application: Working With Your Attorney

Attendees will discuss key lease provisions to include: premises, lease term, graduated rent, percentage rent, extra charges, kick-out clauses, options to extend, assignments and subletting, use clauses, exclusives, continuous occupancy, inducement and co-tenancy, governmental compliance, non-disturbance and atonement. Attendees will also learn about reciprocal easement agreements.

Project Economics: The Value of Leasing

Topics in this course will include valuating shopping centers, financial terminology, ownership positions and expectation, valuation matrix, value of a lease, impact of a single lease on financial performance, financial effects of tenant allowances, offsets and limited recoveries. Additional topics will include economics of re-leasing, economics of buyouts, relocations and take-backs, typical deal structures, valuing various deal components, expansion and development pro formas, leasing process influence on center expansion, new development and redevelopment.

Advanced Retailing: Increasing Tenant Productivity

Attendees will focus on understanding the retail business and the retail cycle which includes retail trends, retail terminology, today's changing retail environment, the economics of retailing, an overview of the financial cycle and retail investment/exit strategies. It is important to grasp your role in increasing productivity and understanding the business your retailers are in and what you can do to increase retail sales. This class offers an advanced perspective for growing into a seasoned professional that consistently increases tenant productivity.

Merchandising the Center and Developing a Leasing Plan

In this course attendees will take a closer look at the application of market research and economic analysis—sales analysis, tenant mix analysis. A special focus will emphasize the merchandising of different types of centers (superregional, regional, community, neighborhood, specialty) as well as analyzing similarities in the merchandise mix of different types of centers. Attendees will also gain a deeper understanding of a project re-leasing case study involving an actual property utilizing lease plans and re-merchandising strategies.

How Research and Marketing Drive Center Productivity

In this course attendees will learn why research and marketing are critical to the overall process in driving center productivity. Topics focus on creating a knowledge base, tools for planning and evaluation, discussion on industry and world complexities and the state of retailing/leasing. Other topics include competitive factors, economic impacts, what's possible through research, retail concepts, marketing support, marketing concerns, selling points, marketing media, temporary tenant initiatives, franchise opportunities and audio-visual tools.

Peripheral Land

In this course attendees will explore what potential property users consider when locating outparcels. Topics include size of location, size of center GLA, parking ratios required, topography of land, ingress-egress, traffic counts and visibility. It is important to understand the factors considered when pricing outparcels (methods and sources) and marketing outparcels. Other topics of study will include structuring the deal, ground lease, build-to-suit, outparcel guidelines, utilities, broker relationships, qualifying, preventing conflict, broker's commission and legal documents.

Leasing Open-Air Centers

There are many types of centers and it is imperative for leasing professionals to understand the different management challenges that can affect open-air centers. Topics of focus will include physical structures, merchandise mix, property history, competition, ownership objectives, leasing and marketing challenges, management procedures common to open air and specialty, staffing, policy manuals, bidding procedures, contract administration and lease administration.

Professionalism in Retail Leasing (Online Course)

This course will provide a complete and thorough review of the CLS certification process and its benefits to you as a leasing professional. Topics will include eligibility requirements, study materials, application submission, preparing for the exam, examination content, exam test rationale, tips on studying, use of ICSC books, online content and schools to augment learning to increase comfort level with test specifications.



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DEVELOPMENT, DESIGN AND CONSTRUCTION INSTITUTE COURSES

Learn what it takes to make the vision a reality. In this Institute attendees will learn the fundamental concepts on developing projects, creating innovative designs and managing the construction process from start to finish.

Devising a Development Plan

Discuss market opportunities, conceptual planning, center's retail interest and financial feasibility. Learn retail fundamentals such as types of centers, parking ratios, types of retailers and their co-tenancy requirements, market research and sales projections. Analyze site selection criteria including access, zoning laws, land use and environmental analysis. Acquisitions, real estate agreements and the government approval process are discussed along with financing requirements. Attendees will learn pro forma development, ROI (Return on Investment), IRR (Internal Rate of Return) and sensitivity analysis.

Design Principles and Practices

Learn the role of the design architect. Get an overview of the design process from pre-design to schematic, design development, construction documents and the actual building process. Attendees will take a closer look at current design trends in retail in every shopping environment. Discuss everyday issues such as energy consumption, maintenance, customer convenience and future applications.

Retail Store Planning

Key objectives of retail planning lead off this class which concentrates on designing the optimum retail store. Process and rollout design are taught in-depth from prototype to pre-design to final. Materials, visual merchandising and marketing as well as the key constraints of inventory and traffic flow are factored into the mix. Retail planning from the landlord's perspective—its purposes and processes—and how they relate to different kinds of property allow you to see retail planning from both sides of the industry.

Tenant Coordination

Like many classes in this curriculum, tenant coordination has two sides—developer and tenant. You'll learn both as you assume the role of a tenant coordinator. Topics include architecture, engineering, construction, codes, legal and property operations. You'll review the lease language, go through a design review and culminate with the complete tenant construction process. As a post-script, you'll learn about close-out procedures and reporting requirements.

Project Cost Management

Get an overview of overall project cost—soft costs, hard costs and owner contingencies. Discuss how a construction budget is actually developed. Attendees will look at financial feasibility, risk mitigation and financing. You'll see how a budget is developed by both the developer and the retailer. Analyze the components of a construction budget from the competitive bid process to historical costs to dealing with escalation and inflation. Finally, discuss ongoing cost management from forecasting (monthly reporting, budget vs. actual and estimated costs to complete project) to change order management, pay application process and contractor contingency.

Construction Law, Insurance and Ethics

In this course attendees will take a fresh look at various construction law and insurance protocols. Ethics are extremely important to understand when dealing with various agreements between the developer, major users, tenant and consultants. Topics in this course will cover insurance and how it relates to coverage, insurance documents, the owner working with the developer and practicing good ethics in the workplace.

Construction Administration

The different roles of the construction manager, owner's rep, project manager, program manager, process manager and general contractor are taught in detail. Pre-qualifications and the selection process are also discussed. Owner-contractor agreements and standard forms are analyzed. The construction process from preconstruction, schedule, sub-contractor selection, site and building construction, safety and quality control to close-out the entire process is broken down and dissected from a practical standpoint with a real-life property as the model.

Codes, Rules and Regulations

In this course attendees will gain a deeper understanding of government regulator approvals, site plan reviews, location of buildings, site access for fire department equipment and zoning. Other topics include accessibility and worker safety (ADA, OSHA), building codes for states, cities and countries, code review, permit process and building occupancy permits.

Professionalism in Retail Development, Design and Construction (Online Course)

This course provides a thorough review of the CDP certification process and its benefits to you as a Development, Design and Construction professional. This online course focuses on eligibility requirements, study materials, application submission, preparing for the exam, examination content, exam test rationale, tips on studying, use of ICSC books, online content and schools to augment learning to increase comfort level with test specifications.

