

2009

Application and Application Handbook

CSM

CERTIFIED SHOPPING
CENTER MANAGER

CMD

CERTIFIED MARKETING
DIRECTOR

GLOBAL PRACTICES



NEW FOR 2009!

ICSC now offers the CSM/CMD Global Practices Examination at over 400 computer testing centres around the world. Computer-based testing provides candidates with benefits like flexible schedules, convenient test locations, immediate score reports and the confidentiality you deserve.

See page 18 in this application handbook for a list of cities that will offer computer-based testing through a local test centre.

GLOBAL PRACTICES CERTIFIED SHOPPING CENTER MANAGER (CSM) AND CERTIFIED MARKETING DIRECTOR (CMD) DESIGNATIONS

Who Should Apply

- Shopping Centre Professionals with four years of experience and a broad knowledge of shopping centre marketing or management experience within the last six years, principles, who have the ability to apply those principles to effectively manage or market shopping centres.

How You Will Benefit

- Industry designation that recognizes experience, knowledge and skills.
- Recognition of your leadership capabilities and increased professional stature.
- Best way to gain and keep the competitive edge.
- It is the difference between just knowing your field and being a leader in your field.
- News releases by ICSC, announcing your achievement to the media. (Indicate on your application whether you and your company wish ICSC to include your name in its releases.)

Background

The need to recognize the global shopping centre manager and marketing director as a professional in the shopping centre industry and to set certain guidelines for the profession led to the establishment of the global practices CSM and CMD Certification programs (formerly called ASM and AMD). The first examinations were administered in 1997.

The Objectives of the Global Practices CSM/CMD Programs Are To:

- Establish and advance high standards in shopping centre management and marketing worldwide. A CSM must be able to manage and a CMD must be able to direct the marketing and promotion efforts of all types and sizes of shopping centres, in a wide range of geographical locations.
- Recognize shopping centre professionals who meet these professional standards.
- Seek and encourage others to train for careers in shopping centre management and marketing.
- Establish and maintain educational standards for the profession.

The certification will be awarded to those candidates who have met prescribed qualifications of experience and/or education and who achieve a passing score on a written examination. ICSC committees are responsible for developing test questions and maintaining each test's content standards and category specification. The Prometric specialists assemble the approved questions into proper test format, administer each exam and report the scores.

The Global Practices CSM and CMD certification designations are not diplomas representing successful completion of coursework alone. They stand for mastery of one's professional specialization as a result of both knowledge — however, obtained — and experience that can only be obtained on the job as a manager or marketing director. The content of the examinations leans heavily toward on-the-job experience. In other words, successful application of experience, knowledge, theory, and fact to everyday challenges will clearly define the certified shopping centre professional.

How the Program Is Administered

The CSM and CMD Admissions and Governing Committee administers the program, sets policy and assures that the program reflects the changing needs of the global professional.

Qualifications

In order to qualify as a candidate for the Global Practices CSM or CMD examination, you must meet the following criteria:

Certified Shopping Center Manager (CSM)

- Be or have been (within the past 6 years) actively engaged in shopping centre management for four years.*
- Experience in shopping centre management includes maintenance, leasing, marketing and promotion, and shopping centre income and expense accounting.

* For the fourth year of experience, applicants may substitute completion of the following combinations of programs:

- Completion of the eDistance Learning Program,
- Completion of a Level I and a Level II Management program, both within the School for Professional Development, or
- Completion of a Level II Management program within the School for Professional Development, and related work experience or successful completion of continuing-education or college-level courses (with a minimum grade of C), either of which in the judgment of the CSM Committee is considered equivalent to a Level I Management Program. Education must be documented by copies of applicant's college (or equivalent) transcripts.

Certified Marketing Director (CMD)

- Be or have been (within the past 6 years) actively engaged in shopping centre marketing for four years,* or
- Be or have been (within the past 6 years) actively engaged in shopping centre marketing as a shopping centre manager. Experience in shopping centre marketing includes marketing, research, marketing plan implementation, recordkeeping, special events implementation, sales promotion, public and community relations, and advertising and media buying.

* For the fourth year of experience, applicants may substitute completion of the following combinations of programs:

- Completion of the eDistance Learning Program, or
- Completion of a Level I and a Level II Marketing program, both within the School for Professional Development; or
- Completion of a Level II Marketing program within the School for Professional Development, and related work experience or successful completion of continuing-education or college-level courses (with a minimum grade of C), either of which in the judgment of the CMD Committee is considered equivalent to a Level I Marketing Program. Education must be documented by copies of applicant's college (or equivalent) transcripts.

The CSM and CMD Examination—Global Practices Version

The Global Practices CSM and CMD Examinations are written, multiple-choice examinations consisting of 100 items administered in a four-and-one-half-hour session. The contents of the Global Practices CSM and CMD examinations are parallel to the North American version. However, items that are specifically designed to test a concept that pertains exclusively to marketing or managing shopping centres in North America will not be tested.

If a candidate's primary experience was gained outside North America, we recommend that he/she take the global practices examination.

The exam features:

- Centres typically found around the world
- Square metres, Euros and foreign currency
- Terms common around the world, e.g., key money
- Different seasons, merchandising challenges and holiday sales periods; not the typical November-December Christmas holiday season and fall clearance sales in October.

Test Dates, Deadlines and Locations

The CSM/CMD Global Practices Examinations will be administered at computer test centres located globally during the following test windows:

Test Window: June 20-27, 2009

Registration Deadline: May 26, 2009

Test Window: October 17-24, 2009

Registration Deadline: September 11, 2009

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. Candidates will be scheduled for 4.5 hour blocks. Actual examination time is 3.5 hours with the additional hour scheduled for administrative purposes.

Languages

The Global examinations are administered in Spanish, Portuguese or English.

Fee

The fee for taking the complete examination is \$695.00 (USD) for ICSC members, \$1390.00 (USD) for non-members.

ICSC members who have completed a Level I and a Level II program within the School for Professional Development may take the Global examination at no charge. To take the Global exam at no charge, applicants must list the Level I and Level II programs they completed on page 5 of this application. Programs must have been completed in Management for the CSM exam or Marketing for the CMD.

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 6, 2009 for the June 20-27 test window, or after October 3, 2009 for the October 17-24 test window. All requests for refunds must be received by ICSC in writing.

If, after your application is received, the CSM or CMD 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 that does not meet the minimum qualifications will not be permitted to take the exam.

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. Applications must be completed in English only. No other languages will be accepted.

Before submitting an application for consideration, use this checklist to ensure that you have completed 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 (past and present) you plan to use to fulfill the eligibility requirements?
- Included the transcripts of any college-level or continuing-education courses you plan to use to fulfill the eligibility requirements (Check with the list of acceptable courses on page 5 of this application.)
- Had your application signature witnessed by a notary public?
- Enclosed payment for the examination fee (Checks must be made payable to ICSC in US funds, drawn on a US bank.)
- Made a copy of your completed application for your records.

Test Window: June 20-27, 2009

Registration Deadline: May 26, 2009

Test Window: October 17-24, 2009

Registration Deadline: September 11, 2009

Please Note: If you took the CSM or CMD Global Practices exam in 2008 but did not pass, or if you were found eligible to sit for the examination but did not take it, you should complete page 4 of this application and submit it to ICSC with the examination fee.

Test Scoring and Reporting

Confidential score reports are given to the candidate after the test is completed. Unsuccessful candidates will receive summary reports that list the diagnostic score for the examination's content areas. Successful candidates receive notification of their passing status only. No examination results are reported over the phone.

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 examination will be based on the number of multiple-choice questions answered correctly; thus, you should answer all the questions. 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.

Auxiliary Aids

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



CSM/CMD CANDIDATE EXAMINATION APPLICATION



CERTIFIED SHOPPING CENTER MANAGER (CSM)
CERTIFIED MARKETING DIRECTOR (CMD)

Form fields for personal information: Surname(s), Given Name(s), Middle Initial, 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, this entire application 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 am applying for (check one) CSM CMD
I wish to take the exam within the following test window (check one): June 20-27 October 17-24
I took this exam in 2008 (check one): Yes No
I was found eligible to take this exam in 2008 but did not take the test. (check one): 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 form fields: City, Country, Postal Code.

Once you have passed the exam, do you give your permission for ICSC to include your name in its news releases? Yes No

EXAMINATION FEE: \$695 (USD) for ICSC members \$1390 (USD) for non-members
No charge for ICSC members who are taking the Global Examination and have completed a Level I and a Level II program within the John T. Riordan Global School for Professional Development (must list programs on page 5 of this application)

METHOD OF PAYMENT: Please indicate one:

Enclosed is my check made payable to International Council of Shopping Centers for US \$ (drawn on a U.S. bank)
MasterCard Visa American Express Discover Total \$
All cancellations will be subject to a minimum of \$25 cancellation fee. No refunds will be given for cancellations received after June 6, 2009 for the June 20-27 test window, or after October 3, 2009 for the October 17-24 test window. All requests for refunds must be received by ICSC in writing.

Form fields for payment information: Name (as it appears on credit card), Account Number (include all digits), Card Expires (Mo., Yr.), Signature.

SECTION 1: ELIGIBILITY REQUIREMENTS

CSM ONLY

My experience in shopping centre management includes maintenance, leasing, marketing and promotion, and shopping centre income and expense accounting within the last 6 years. One month prior to the exam (by May 24, 2009 for the June 20-27 test window, or by September 19, 2009 for the October 17-24 test window), I will have had the following experience:

(Check one)

- Four full years of active experience in shopping centre management.
- Three full years of active experience in shopping centre management and will have completed the eDistance Learning Program.
- Three full years of active experience in shopping centre management and will have completed a Level I and a Level II program within the ICSC Global School for Professional Development.
- Three full years of active experience in shopping centre management and will have completed a Level II program within the ICSC Global School for Professional Development. I also wish to substitute related work experience* or continuing-education or college-level courses** for a Level I program within the ICSC Global School for Professional Development.

*List courses in Section 3 and attach appropriate transcripts.

**List related work experience in Section 4B.

CMD ONLY

My experience in shopping centre marketing includes market research, marketing plan implementation, recordkeeping, special events implementation, sales promotion, public and community relations, advertising and media buying. One month prior to the exam (by May 4, 2009 for the June 20-27 test window, or by September 11, 2009 for the October 17-24 test window), I will have had the following experience:

(Check one)

- Four full years of active experience in shopping centre marketing.
- Three full years of active experience in shopping centre marketing and will have completed a Level I and a Level II program within the ICSC Global School for Professional Development.
- Three full years of active experience in shopping centre marketing and will have completed a Level II program within the ICSC Global School for Professional Development. I also wish to substitute related work experience* or continuing-education or college-level courses** for a Level I program within the ICSC Global School for Professional Development.

*List courses in Section 3 and attach appropriate transcripts.

**List related work experience in Section 4B.

SECTION 2: ICSC EDUCATION PROGRAMS COMPLETED BY DATE OF EXAMINATION

	Location—City, Country	Date Completed
Global School Level I	_____	_____
Global School Level II	_____	_____
eDistance Learning	_____	_____

SECTION 3: EDUCATION

Complete this section only if you intend to substitute college-level courses or real estate continuing education courses for ICSC's Level I Global School program.

Courses can include but are not limited to: ACCOUNTING, ADVERTISING, FINANCE, LEASING, MARKETING, MARKET RESEARCH, RADIO AND TV, REAL ESTATE MANAGEMENT, RETAIL MANAGEMENT, SPEECH, SHOPPING CENTRE OPERATIONS.

List only those college-level courses you have completed with a grade of C or above and attach copies of the corresponding transcripts. No course will be considered without supporting transcripts.

Course	Name of Institution	City/State	Grade
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

SECTION 4: 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 4A and/or Section 4B is insufficient to document the minimum experience required (see Section 1), photocopy this page and complete.

CSM applicants should indicate duties relating directly to maintenance and construction, leasing, shopping centre retailing and merchandising, marketing, promotion and community relations, finance, insurance and law.

CMD applicants should indicate duties relating directly to market research, marketing plan implementation, recordkeeping, special events implementation, sales promotion, public and community relations, advertising and media buying.

A. SHOPPING CENTRE BUSINESS EXPERIENCE

1. Dates of Employment from (day) (mo.) (yr) to (day) (mo.) (yr) .

Employer's name and address _____

Gross Leasable Area (GLA) of centre _____

Supervisor name who can attest to your experience _____

Your title and specific duties _____

2. Dates of Employment from (day) (mo.) (yr) to (day) (mo.) (yr) .

Employer's name and address _____

Gross Leasable Area (GLA) of centre _____

Supervisor name who can attest to your experience _____

Your title and specific duties _____

B. NON-SHOPPING CENTRE BUSINESS EXPERIENCE (Complete this section only if you wish to substitute related business experience for ICSC's Level I Global School program.)

1. Dates of Employment from (day) (mo.) (yr) to (day) (mo.) (yr) .

Employer's name and address _____

Supervisor name who can attest to your experience _____

Your title and specific duties _____

2. Dates of Employment from (day) (mo.) (yr) to (day) (mo.) (yr) .

Employer's name and address _____

Supervisor name who can attest to your experience _____

Your title and specific duties _____

SECTION 5: JOB DESCRIPTION

You must attach a complete job description detailing your day-to-day responsibilities for every position used to satisfy the management or marketing experience requirements. The job description may be in the form of a corporate job description, resume or brief narrative.

SUPERVISOR/CLIENT STATEMENT

You must use this form to provide a supervisor's statement—or client's statement, only if you are self-employed—as verification of all the experience you claim towards qualifying to sit for the examination. Please reproduce this form in enough quantity before completing.

PART I To be completed by candidate.

Candidate's name _____

Current Employer _____

Apply for (check one) CSM Examination CMD Examination

Employer* _____

Position Held _____ Dates of employment _____

Please include information relevant to the work experience being verified

PART II To be completed by candidate's supervisor of employment period being verified.

The above-named individual has applied to take the professional designation examination indicated. This individual must meet the qualifications described below:

CERTIFIED SHOPPING CENTER MANAGER — CSM

Applicant must have four years of active experience in shopping centre management. Or, applicant may have three years of active experience in shopping centre management plus one of the following:

- Completion of the eDistance Learning Program.
 - Completion of a Level I and a Level II Management program within the ICSC Global School for Professional Development.
 - Completion of a Level II Management program within the ICSC Global School for Professional Development and related work experience or continuing-education or college-level courses that can be substituted for a Level I Management program within the ICSC Global School for Professional Development (to be determined by CSM Committee).
- Experience must include maintenance, leasing, marketing and promotion, and shopping centre income and expense accounting.

CERTIFIED MARKETING DIRECTOR — CMD

Applicant must have four years of active experience in shopping centre marketing. Or, applicant may have three years of active experience in shopping centre marketing plus one of the following:

- Completion of a Level I and a Level II Marketing program within the ICSC Global School for Professional Development.
- Completion of a Level II Marketing program within the ICSC Global School for Professional Development and related work experience or continuing-education or college-level courses that can be substituted for a Level I Marketing program within the ICSC Global School for Professional Development (to be determined by CMD Committee).

Experience must include market research, marketing plan implementation, recordkeeping, special events implementation, sales promotion, public and community relations, advertising and media buying.

Please provide the following information about the candidate. It will be held confidentially and will be used only to assist the appropriate Committees involved in determining the candidate's eligibility.

How long have you supervised/did you supervise the candidate? _____ years

How long has the candidate held/did the candidate hold his/her position? _____ years

How many employees does/did the candidate supervise directly? _____

A. COMPLETE FOR CSM CANDIDATES ONLY.

Please check all activities for which the candidate is/was directly responsible in whole or for which the candidate has/had major decision-making authority.

1. Candidate's responsibilities:

- | | | |
|---|---|--|
| <input type="checkbox"/> Centre Maintenance | <input type="checkbox"/> Lease Negotiations | <input type="checkbox"/> Marketing and Promotion |
| <input type="checkbox"/> Financing | <input type="checkbox"/> Security | <input type="checkbox"/> Purchasing Insurance |
| <input type="checkbox"/> Lease Administration | | |

2. Supervision of:

- | | | |
|---|---|--|
| <input type="checkbox"/> Accountant or Bookkeeper | <input type="checkbox"/> Property Manager | <input type="checkbox"/> Leasing Representative |
| <input type="checkbox"/> Shopping Centre Manager(s) | <input type="checkbox"/> Maintenance Supervisor | <input type="checkbox"/> Marketing Director/Promotion Specialist |
| <input type="checkbox"/> Engineer | | |

3. Please describe any other duties the candidate has/had that are not included in 1 or 2 above. Use a separate sheet if needed.

B. COMPLETE FOR CMD CANDIDATES ONLY.

Please check all activities for which the candidate is/was directly responsible in whole or for which the candidate has/had major decision-making authority.

1. Candidate's responsibilities:

- | | | |
|---|---|---|
| <input type="checkbox"/> Market Research | <input type="checkbox"/> Sales Promotion | <input type="checkbox"/> Marketing Plan Preparation |
| <input type="checkbox"/> Leasing | <input type="checkbox"/> Recordkeeping | <input type="checkbox"/> Public and Community Relations |
| <input type="checkbox"/> Special Event Implementation | <input type="checkbox"/> Advertising and Media Buying | |

2. Is an outside advertising or public relations firm utilized? Yes No

3. Please describe any other duties the candidate has/had that are not included in 1 above. Use a separate sheet if needed.

C. SUPERVISOR CONTACT INFORMATION – COMPLETE FOR BOTH CSM AND CMD CANDIDATES.

Supervisor's Name _____

Title _____ Telephone _____

Employer _____

Address _____ City _____ State _____ Country _____

Signature _____ Date _____

MAIL TO:

CSM/CMD Examination
 International Council of Shopping Centers
 1221 Avenue of the Americas, 41st Floor, New York, NY 10020-1099

CANDIDATES: 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:

**CSM/CMD EXAMINATION
ICSC
1221 AVENUE OF THE AMERICAS, 41ST FLOOR
NEW YORK, NY 10020-1099**

This application is submitted with the full understanding that the information requested is for the sole purpose of assisting the appropriate Committees 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 CSM/CMD Committees may request. I hereby authorize the CSM/CMD Committees to check the information supplied herein with any present or past employers or with colleges/institutions where I have taken the course(s) indicated.

I hereby waive any and all claims against the International Council of Shopping Centers, Inc., 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 designations CSM and CMD are registered service marks and collective membership marks, and that I shall cease to use any mark of identification as a CSM or CMD 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 _____

City _____ Country _____

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/Seal)

Preparing to Take the Examination

Prepare for the examination by choosing the study method that best suits your schedule and learning style — group study or independent study.

ICSC Support

Many of ICSC's established programs support the CSM and CMD programs by helping candidates become familiar with the body of knowledge of shopping centre management and marketing such as:

• e-Practice Tests

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 candidate's 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 appeared on previous exams and reflect a sampling of content and difficulty levels a candidate would find on actual CSM and CMD exams.

To take one of the free sample study tests, go to the ICSC website, www.icsc.org, click on the Education & Careers tab, view the Education menu, Certification Programs, and click on e-Practice Tests.

• John T. Riordan Global School for Professional Development

This comprehensive program shows how all the pieces of managing and marketing a shopping centre work together — available in multiple languages.

• 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.

• ICSC European Retail Property School

Europe's most comprehensive shopping centre educational program has two levels in both management and marketing. Courses help candidates increase knowledge and develop skills through a curriculum unique to the European market.

• CSM/CMD Test Review Course

ICSC offers test review courses in conjunction with the John T. Riordan Global School for Professional Development Management/Marketing Institutes. The test reviews were developed to familiarize the student with test-taking methods as well as provide a review of the test content area. Practice tests are administered under simulated test conditions, and the scoring for the examination is reviewed.

Suggested Reading for the Examination

To supplement your learning with ICSC's collection of publications, see the back cover for the most effective training tools in the shopping centre industry.

• 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.

• Independent Study

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

Candidates should keep up-to-date on any relevant changes or significant developments in the field of shopping centre management and marketing globally. The examination is developed according to the content outline, is not based on memorization, and is not linked to specific books or reference materials. 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 CSM and CMD program is not designed for entry-level shopping centre personnel. The examination requires both knowledge and relevant experience to complete successfully.

ICSC Study Aids

See the following pages for:

- Dates and locations for John T. Riordan Global School for Professional Development, University of Shopping Centers, and ICSC European Retail Property School
- Dates and locations of Global Practices CSM/CMD Test Review Courses around the world and
- Global Practices CSM and CMD Examination Content Outlines and Sample Examination Questions.

John T. Riordan Global School for Professional Development

Wednesday, February 04, 2009	John T. Riordan School for Professional Development	Istanbul, Turkey	CSM/CMD
Wednesday, April 22, 2009	John T. Riordan School for Professional Development	Taipei, Taiwan	CSM/CMD
Tuesday, June 09, 2009	John T. Riordan School for Professional Development	Dubai, UAE	CSM/CMD
Wednesday, June 17, 2009	John T. Riordan School for Professional Development	New Delhi, India	CSM/CMD
Monday, June 29, 2009	European Retail School	Amsterdam, Holland	CSM/CMD
Wednesday, July 08, 2009	John T. Riordan School for Professional Development	Quito, Ecuador	CSM/CMD
Wednesday, July 29, 2009	John T. Riordan School for Professional Development	Beijing, China	CSM/CMD
Wednesday, September 23, 2009	John T. Riordan School for Professional Development	Mexico City, Mexico	CSM/CMD
Wednesday, November 04, 2009	John T. Riordan School for Professional Development	Rio de Janeiro, Brazil	CSM/CMD
Wednesday, November 11, 2009	John T. Riordan School for Professional Development	Mumbai, India	CSM/CMD
Wednesday, November 18, 2009	John T. Riordan School for Professional Development	Kiev, Ukraine	CSM/CMD

To register, visit ICSC's website at www.icsc.org

Go to the Education & Career tab, view the education menu and click on
Global School for Professional Development or ICSC European Retail Property School

GLOBAL PRACTICES CSM 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 test 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 needed and responsibilities performed by the global shopping centre manager. Prometric, the CSM Committee and other global leaders in the industry undertook this statistically valid role-delineation.

I. Asset Management/Property Management/Development/Leasing/Retailing (62%)

A. Leasing/Retailing and Development (20%)

1. Types of leases and licenses (e.g., net, gross, ground, temporary/specialty)
2. Agreement interpretation and implications (e.g., reciprocal easement agreement)
3. Market rent
4. Lease clause interpretation and development (e.g., rent abatement, termination, kick-out, exclusivity, tenant inducements)
5. Retail store classifications (e.g., apparel, jewelry, gifts) and retailing concepts
6. Read and interpret retailers' financial statements (e.g., capital assets, balance sheet, profit and loss statements, gross profit margin)
7. Retailing terminology (e.g., shrinkage, markups, markdowns, inventory stock turns, sales training)
8. Analysis of occupancy costs
9. Relationship of retail use and sales potential to rent structure and reliability of tenancy
10. Sales reporting and analysis (e.g., sales-per-square-meter)
11. Refurbishment, expansion, analyzing the scheme
12. Site planning, land acquisition, administrative body (municipal) approvals
13. Centre merchandising and tenant mix (e.g., needs, niche, opportunities)
14. Prospecting (e.g., comparative analysis, site visits)
15. Commercialization (e.g., specialty leasing, vending)
16. Leasing agents (e.g., in-house, contract)

B. Physical Facilities Management (15%)

1. Building regulations/Accommodations for persons with disabilities
2. Merchant criteria manual/Tenant coordination
3. Read and understand blueprints (e.g., for construction compliance, renovation)
4. General and preventive maintenance, schedules and deployment
5. Inventory control (e.g., expense control, on-site supplies, equipment)
6. Contract specifications and scope of work
7. Competitive bid procedures (e.g., requests for proposals, bids, deadlines, frequency)
8. Terminology and working knowledge (including costs) of:
 - a. Heating, ventilation and air-conditioning (HVAC), central plant, rooftop units
 - b. Structural/building systems/clerestory
 - c. Roof/skylight systems
 - d. Fire protection systems
 - e. Electrical systems
 - f. Plumbing systems

- g. Lighting systems
- h. Flooring material
- i. Emergency response systems
- j. Energy management systems
- k. Vertical transportation systems/other mechanical systems
- l. Parking lots
- m. Parking garage/car park/multi-level parking structures
- n. Sidewalks
- o. Interior landscaping
- p. Exterior landscaping
- q. Equipment (e.g., vehicles, compactors, lifts, office equipment)
- r. Housekeeping/janitorial/cleaning
- s. Information technology (e.g., computer hardware and software)
- t. Snow removal
- u. Utilities
- v. Waste management (e.g., recycling, landfills, incineration)
- w. Environmental services (e.g., asbestos, abatement, grease reclamation)

C. Marketing, Promotions, Community and Public Relations (17%)

1. Five steps in a marketing plan (e.g., situation analysis, problems and opportunities, goals and objectives, strategies, and tactics)
2. Budgeting guidelines (e.g., allocations by type, allocations by month)
3. Research terminology (e.g., sales contribution, relative draw index (RDI), vehicular and footfall counts, postal code penetration, catchment area, capture rate, demographics, psychographics)
4. Merchant relations and communications/customer service
5. Knowledge of competition
6. Results measurement of marketing efforts
7. Marketing funds structures
8. Media fund vs. lease required advertising
9. Market positioning (e.g., image projection, branding)
10. Opportunities for strategic partnerships/sponsorships and alternative revenue
11. Community leaders and organizations
12. Public relations (e.g., news releases, media training)
13. Terminology and working knowledge (including costs) of:
 - a. Advertising media (e.g., print, outdoor, electronic)
 - b. E-commerce (e.g., Web pages, reward programs, online shopping)

D. Managing the Asset (10%)

1. Owner's objectives and business plan
2. Benchmarking
3. Value enhancement
4. Management agreement

II. Risk Management/Security/Insurance and Legal Considerations (8%)**A. Risk Management (5%)**

1. Underground storage tanks
2. Health and safety compliance
3. Proof of coverage (e.g., certificates of insurance, additional insured)
4. Loss prevention survey
5. Liability claims reduction plans (e.g., policies, procedures, safety committees)
6. Liens
7. Public access policies and enforcement
8. Security audit (e.g., physical inspection, crime analysis, deployment analysis)
9. Security resources (e.g., labor, equipment, visibility, deployment, policies and procedures, statistical reporting)
10. Crisis management and planning

B. Insurance Terms and Concepts (3%)

1. Subrogation
2. Replacement and actual cash value
3. Hold harmless/Indemnification
4. Types of insurance coverage (e.g., liability; fidelity bonds, errors and omissions, umbrella, property, boiler, fire, worker's compensation)

III. People and Services (10%)**A. Human Resources (5%)**

1. Labor practices
2. Leadership, teamwork
3. Organizational skills

B. Practices for: (5%)

1. Recruiting, hiring, compensation, separation
2. Training and development
3. Staff performance evaluations

IV. Lease Administration, Accounting, Finance and Financial Reporting (20%)**A. Accounting, Financial Reporting and Valuation (10%)**

1. Methods of financing (e.g., pre- and post-development), acquisitions and dispositions
2. Centre valuation (e.g., rate of capitalization [cap rates using income approach], cost approach, comparable transactions, other forms)
3. Investment return analysis (e.g., return on investment [ROI], internal rate of return [IRR], cash flow return on investment [CFROI]), return on equity [ROE])
4. Property income (e.g., net operating income [NOI], funds from operations [FFO])
5. Annual mortgage payments, mortgage constant, debt service
6. Present value of money
7. Balance sheet (e.g., assets, liabilities, stockholders equity)

8. Income statement (e.g., current revenue and expenses)
9. Collection (e.g., outside firms, lease audits, calculation of late fees)
10. Cash management (e.g., check handling, electronic transfers, petty cash, statement reconciliation, deposits, gift cards)
11. Property tax assessments (e.g., tax rate, appraisal methods)

B. Lease Administration (10%)

1. Enforcement procedures and lease clauses (e.g., tenant notification, defaults, cure periods, common area usage)
2. Methods of calculating tenant rents and prorata share (e.g., gross leasable vs. gross leased area, landlord absorption of costs)
3. Reconciliation methods (e.g., CAM settlements, caps, offsets, year-end adjustments)
4. Rent adjustments (e.g., step rents, overage rents, consumer price index [CPI])
5. Minimum and overage rent
6. Natural vs. artificial breakpoints
7. Percentage vs. overage rents
8. Gross vs. net lease
9. Common area maintenance/service charges (CAM)
10. Real estate taxes (RET)

GLOBAL PRACTICES CSM SAMPLE QUESTIONS

- 1) The lease of a 105-square-metre fast-food restaurant expires at the end of this calendar year. Last year's turnover sales were €179,550 and the projected turnover sales increase for this year is 9.5 percent. Minimum rent is €100 per square metre and the percentage rent rate is 7 percent. What is the natural sales breakpoint for the restaurant?
 - (a) €150,000
 - (b) €125,000
 - (c) €100,000
 - (d) €75,000
- 2) Moda Peletería shoe store normally pays a wholesale price of €30 per pair for its shoes. It traditionally enjoys a 50 percent markup at retail. During January, the store has its traditional 20 percent-off sale. What is the selling price in January?
 - (a) €36
 - (b) €40
 - (c) €46
 - (d) €48
- 3) Which of the following is the most energy-efficient lighting for a surface car park?
 - (a) Low pressure sodium
 - (b) Mercury vapor
 - (c) Metal halide
 - (d) High-pressure sodium
- 4) Generally, the optimum time to inspect a surface car parking lot for visible warning signs indicating a need for maintenance is during:
 - (a) Warm, dry weather
 - (b) Warm weather, after a rain
 - (c) Cool weather, after a rain
 - (d) Cool, dry weather
- 5) Damage from a tsunami would be covered under
 - (a) Umbrella coverage
 - (b) Extended coverage
 - (c) Difference in condition coverage
 - (d) Personal injury coverage
- 6) If 75 percent of a centre's shoppers are female and 60 percent of the population in the market is female, the centre's relative draw index (RDI) for females is:
 - (a) 0.75
 - (b) 0.80
 - (c) 1.00
 - (d) 1.25
- 7) True statements about a marketing fund include which of the following?
 - I. Its by-laws and annual budget are approved by an advisory committee.
 - II. One of its primary disadvantages is a potential loss of tenant communications.
 - III. It is administered by the head of its advisory committee.
 - (a) I only
 - (b) II only
 - (c) I and II only

CSM Global Practices Sample Questions Answer Key

1. A, 2. D, 3. D, 4. C, 5. C, 6. D, 7. B

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GLOBAL PRACTICES CMD 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 test 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 needed, and responsibilities performed, by the global shopping centre marketing director. Prometric, the CMD Committee and other global leaders in the industry developed this role-delineation study to create a statistically valid exam.

I. Centre Productivity (35%)

A. Marketing's Role in Centre Merchandising, Tenant Mix, Leasing, Retailing and Centre Valuation (15%)

1. Centre financial analysis (e.g., cash flow, capital expenditures, financing, overage and percentage rents)
2. Centre valuation (e.g., income method, rates of capitalization [cap rates], net operation income [NOI], funds from operations [FFO], relation of net operating income to centre value)
3. Leasing (e.g., terms and concepts, research analysis, strategies)
4. Application of research and sales data to merchandise planning and leasing support (e.g., defining target merchandise mix and supporting leasing strategies)
5. Industry trends (e.g., refurbishment, repositioning, growth of store types, design, development opportunities, retail consolidation, and globalization, e-commerce)
6. Retail terms and concepts (e.g., market rent, tenant allowance, occupancy costs, fixed minimum rent)
7. Sales (e.g., seasonal fluctuations, store performance analysis, occupancy costs, profit margin)
8. Retailer analysis (e.g., merchandise presentation, customer service, advertising, sales promotion, profit and loss)
9. Types and characteristics of retail formats (e.g., department store, food store, specialty store, factory outlet, e-commerce, catalog, mass merchandiser, hypermarket, discount)
10. Ownership structures (e.g., real estate investment trust [REIT], partnership, joint-venture, institutional)

B. Alternative Revenue/Commercialization (15%)

1. Sponsorship potentials (e.g., special events, naming rights, preferred provider, stroller advertisements) and value assignments
2. Potential impact of reciprocal easement agreements and lease restrictions, administrative body (municipal) ordinances, sponsorship opportunities
3. Impact on marketing budget and/or net operating income (NOI)
4. Commercialization: specialty/temporary leasing/vending (e.g., terms and concepts, strategies)

C. Centre Operations (5%)

1. Basic operational practices and standards (e.g., housekeeping and janitorial, security, repair and maintenance, liability and risk management, cost efficiencies)
2. Customer relations/service (e.g., loyalty programs, information centres, amenities, access and transportation, hours of operation)

II. Marketing Plan Development (25%)

A. Preparation and Analysis (20%)

1. Methodology and interpretation of market research (e.g., catchment area, demographics, standard metropolitan statistical areas, secondary sources of information, share of catchment area retail sales)
2. Methodology and interpretation of consumer research (e.g., shoppers, non-shoppers, focus groups, intercept/exit studies, telephone, sales contribution)
3. Competitive analysis
4. Sales analysis methods (e.g., comparable and total sales, occupancy costs, category, location and price point indices)
5. Leasing and merchandising analysis methods (e.g., occupancy level, tenant mix)
6. Understand owner's initiatives and goals
7. Consumer lifestyle trend analysis/psychographics
8. Five-step marketing plan
 - a. Research/situation analysis
 - b. Problems and opportunities definitions; strengths, weaknesses, opportunities and threats analysis (SWOT), analysis of centre, competition, catchment area and shopper profile)
 - c. Goal-setting procedures (e.g., specific, measurable, achievable, realistic, timely [SMART])
 - d. Objective-based strategy development
 - e. Tactics
9. Relationship to property business plan
10. Understand the shopping centre image as it relates to the desired "brand positioning"

B. Plan Creation (5%)

1. Goal-setting procedures (e.g., specific, measurable, achievable, realistic, timely)
2. Objective-based strategy development (e.g., owner's objectives)
3. Understand tactics (actions necessary to accomplish strategies)
4. Budget creation

III. Marketing Plan Implementation (25%)

A. Advertising and Media (4%)

1. Media plan and buying principles (e.g., target audience)
2. Advertising creative and principles of production (e.g., types, cost, terminology)
3. Internal message (e.g., centre signage, point of purchase [POP], promotional materials)
4. Website creation, objectives, management and maintenance
5. Using online media
6. On-site media (e.g., point-of-purchase, temporary storefront signs, communicating with customers at the centre)

B. Public and Community Relations (4%)

1. Public relations campaign elements
2. Media relations (e.g., news release press kit, news conference, public service announcement [PSA], publicity plan, publicity evaluation)
3. Community relations (e.g., communications with business, government, civic, and community groups)
4. Public access (e.g., using the common area by a third party, restrictions)
5. Elements of crisis management/communications plans and procedures
6. Partnership marketing

C. Retailing/Sales Development (4%)

1. Retail economics (e.g., markups, markdowns, occupancy costs, margins, cost of goods sold, inventory stock turns, shrinkage, terminology)
2. Retail calendar/seasonality (conceptual only — varies by country)
3. Consideration of promotional legalities (e.g., sweepstakes/lottery, raffles)
4. Promotional reach and return (e.g., response ratios in relation to direct mail, coupon redemption)
5. Gift cards
6. Loyalty/Customer Relationship Management (CRM) programmes

D. Merchant Relations (4%)

1. Communication methods and quality standards (e.g., written, verbal, electronic)
2. Motivation skills (e.g., presentation techniques, negotiation, meeting planning, selling)
3. Merchant development

E. Events (4%)

1. In the centre
2. Outside of the centre
3. Event objectives, planning and execution

F. Marketing Plan Results Evaluation (5%)

1. Qualitative evaluation methods (e.g., focus groups, retailer surveys)
2. Industry benchmarks and shopper behavior (e.g., average shopping expenditures, direct mail response, relative draw index [RDI], number of stores visited, buyer conversion, average time spent at the centre)
3. Evaluation methods for fulfillment of sponsor objectives (e.g., duration, sales created, number of exposures) and evaluation of sponsorship benefits for the centre
4. Evaluation methods for publicity (e.g., space measurement, broadcast minutes)
5. Evaluation methods for sales promotions and special events (e.g., computation of reach and return, cost of sales, sales, effect on centre value)
6. Evaluation methods for advertising effectiveness (e.g., campaign pre/post awareness testing, sales and traffic)

IV. Administration and Financial Management (15%)

- A. Basic accounting terms and principles (e.g., computation/evaluation of annual budget, income and expense, dues and assessments)
- B. Human resource management policies and procedures
- C. Licensing/contracting agreements (e.g., terminology, insurance, media contracts)
- D. Standard lease clauses (e.g., use clause, percentage rent)
- E. Legal considerations (e.g., fire department regulations, lease language relating to tenant contribution to marketing fund, special events limitations)

GLOBAL PRACTICES CMD SAMPLE QUESTIONS

- 1) A lease negotiated so that the tenant pays rent, common area maintenance service charges, insurance and taxes is known as which of the following?
 - (a) Fixed Common Area Maintenance (CAM) service charges lease
 - (b) Triple net lease
 - (c) Unfair lease
 - (d) Condominium lease
- 2) The statement "Create a high-fashion advertising campaign to appeal to high-income consumers" would be addressed in which stage of the marketing plan?
 - (a) Situation Analysis
 - (b) Problem and Opportunities (SWOT—Strengths, Weaknesses, Opportunities, Threats)
 - (c) Goals and Objectives
 - (d) Strategies
- 3) If the total population of Kayseri, Turkey, is 1,000,000, a 5.0 rating for a television program represents how many people exposed to a commercial message during that program?
 - (a) 5,000
 - (b) 50,000
 - (c) 500,000
 - (d) 5,000,000
- 4) True statements about focus-group interviews include which of the following?
 - I. They provide indications of general customer awareness, motivations and attitudes.
 - II. They are sometimes performed after survey research to assist in understanding and interpreting specific data.
 - III. They are valued for the quantitative nature of the data they produce.
 - IV. When they are used as the first step in the research process, the data they produce may assist in the development of telephone and shopper surveys.
 - (a) I and III only
 - (b) I, II and IV only
 - (c) II, III and IV only
 - (d) I, II, III and IV
- 5) If a store with annual sales of €750,000 has annual expenses of €262,500, and a gross margin of 41.6 percent, what is the store's net profit for the year?
 - (a) €49,500
 - (b) €109,200
 - (c) €312,000
 - (d) €487,500
- 6) All of the following should be discussed at a meeting of women's apparel merchants EXCEPT:
 - (a) Retail trends in that category
 - (b) Individual store volumes
 - (c) Participation in upcoming events
 - (d) New competition in the market
- 7) News releases about mall events should be sent to all of the following EXCEPT:
 - (a) News directors of radio stations
 - (b) City editors of newspapers
 - (c) Advertising managers of newspapers
 - (d) Assignment editors of television stations

CMD Global Practices Sample Questions Answer Key

1. B, 2. D, 3. B, 4. B, 5. A, 6. B, 7. C

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Dammam Women

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- *Dollars and Cents of Shopping Centers/The SCORE 2006*
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- *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.

RULES AND REGULATIONS FOR CERTIFIED SHOPPING CENTER MANAGER (CSM)

ARTICLE I

GENERAL PROVISIONS

1.01 Designation

There is hereby created the designation of Certified Shopping Center Manager 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 award the professional designation of Certified Shopping Center Manager (CSM) to properly qualified shopping centre professionals.
- b) To enforce such rules of professional standards, regulations and ethics as may be adopted as hereinafter provided.
- c) To help establish standards in shopping centre management.
- d) To foster and encourage others in training for careers in shopping centre management.
- e) To advise on such seminars, meetings and educational 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 SHOPPING CENTER MANAGER

2.01 Professional Designation — CSM

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 of CSM (Certified Shopping Center Manager) shall be conferred by the Committee.

2.02 Qualifications

In order to qualify for the designation of CSM, 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 actively engaged in shopping centre management for four years which includes maintenance, leasing, promotion, and shopping centre income and expense accounting, provided, however, that: Applicant may substitute for the fourth year of experience:
 - i) Completion of the ICSC Global School Level I and II or ICSC eDistance Learning; or
 - ii) Completion of the ICSC Global School Level II with related work experience, or successful completion of university-level courses (with a grade C, 70 percent or above), either of which in the judgment of the Committee is considered equivalent to the ICSC Global School Level I. Education must be documented by copies of applicant's university (or equivalent) transcripts.
- b) Applicant must submit an application on the official application form, which shall be reviewed by the Committee or a designee thereof.
- c) Applicant must pledge in writing to abide by these rules and regulations and the Code of Professional Ethics.
- d) Applicant must establish to the satisfaction of the Committee a reputation for integrity, ability and good moral character verifiable with satisfactory business references.
- e) Applicant must submit with his/her application fees prescribed in Section 4.01.
- f) 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 Certified Shopping Center Manager.

2.03 Examination

A written 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 written examination shall be of such scope as to test the candidates' knowledge of proper shopping centre management based on generally accepted principles of operating shopping centres globally.

2.04 Notification

The independent testing organization shall notify the Committee and each candidate as to whether or not the candidate passed the examination. The Committee shall, in the absence of any objection, award the CSM 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 CSM 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 ICSC, appointed by the President, at least one of whom is a member of the ICSC Board of Trustees, at least one of whom is a CSM and at least one of whom is a CMD. Three members of the Committee are required for a quorum.
- b) Any candidate for designation who completes a written examination and whose designation as CSM 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 Chairpersons of the Appeals Committee and the Committee.
- d) Before the application deadline for the next administration of the CSM examination, the Appeals Committee shall review the appeal 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 have filed an appeal 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, gender, 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

Certification shall be limited to persons qualifying for the professional designation of CSM.

3.02 Certificate

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

3.03 Use of Title

Persons certified pursuant to these rules may be identified by the designation of CSM. Any person so certified may use the designation of CSM immediately following his/her name on letters, reports, articles and/or any other publications, and use the title Certified Shopping Center Manager, 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 CSM 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 CSM, or during any period of suspension, such person shall cease to use any marks or identification as a Certified Shopping Center Manager.

ARTICLE IV FEES AND CHARGES

4.01 Application Charge

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 CSM COMMITTEE

5.01 Standing Committee

A CSM (Certified Shopping Center Manager) 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 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 an appointment for six consecutive years may be reappointed only after one year's absence from the CSM Committee.

5.03 Duties of Committee

This Committee shall oversee the preparation, administration and grading of the written examination and shall award the CSM 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 CSM in the performance of his/her business duties. Following its investigation and following a hearing at which the CSM 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 Shopping Center Managers.

6.02 Publications

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

ARTICLE VII

7.01

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

RULES AND REGULATIONS FOR CERTIFIED MARKETING DIRECTOR (CMD)

ARTICLE I GENERAL PROVISIONS

1.01 Designation

There is hereby created the designation of Certified Marketing Director 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 award the professional designation of Certified Marketing Director (CMD) to properly qualified professionals.
- b) To enforce such rules of professional standards, regulations and ethics as may be adopted as hereinafter provided.
- c) To help establish standards in shopping centre marketing.
- d) To foster and encourage others to train for careers in shopping centre marketing.
- e) To advise on such seminars, meetings and educational 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 MARKETING DIRECTOR

2.01 Professional Designation — CMD

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 of CMD (Certified Marketing Director) shall be conferred by the Committee.

2.02 Qualifications

In order to qualify for the designation of CMD, 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 actively

engaged in shopping centre marketing for four years.

- b) Applicant must have at least four years of active experience in shopping centre marketing, which includes market research, marketing plan implementation, recordkeeping, special events implementation, sales promotion, public and community relations, advertising and media buying, provided, however, that applicant may substitute for the fourth year of experience:
 - i) Completion of the ICSC Global School Level I and II or ICSC eDistance Learning, or
 - ii) Completion of the ICSC Global School Level II with related work experience, or successful completion of university-level courses (with a minimum grade of C or 70 percent of the highest grade possible), either of which in the judgment of the Committee is considered equivalent to the Global School Level I program. Education must be documented by copies of applicant's university (or equivalent) transcripts.
- c) Applicant must submit an application on the official application form, which shall be reviewed by the Committee or a designee thereof.
- d) Applicant must pledge in writing to abide by these rules and regulations and the Code of Professional Ethics.
- e) Applicant must establish to the satisfaction of the Committee a reputation for integrity, ability, and good moral character verifiable with satisfactory business references.
- f) Applicant must submit with his/her application fees prescribed in Section 4.01.
- g) 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 Certified Marketing Director.

2.03 Examination

A written 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 written examination shall be of such scope as to test the candidates' knowledge of proper shopping centre marketing based on generally accepted principles of operating and marketing shopping centres globally.

2.04 Notification

The independent testing organization shall notify the Committee and each candidate as to whether or not the candidate passed the examination. The Committee shall, in the absence of any objection, award the CMD 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 CMD 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 ICSC, appointed by the President, at least one of whom is a member of the ICSC Board of Trustees, at least one of whom is a CMD and at least one of whom is a CSM. Three members of the Committee are required for a quorum.
- b) Any candidate for designation who completes a written examination and whose designation as CMD 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 Chairpersons of the Appeals Committee and the Committee.
- d) Before the application deadline for the next administration of the CMD 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 have 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, gender, 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

Certification shall be limited to persons qualifying for the professional designation of CMD.

3.02 Certificate

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

3.03 Use of Title

Persons certified pursuant to these rules may be identified by the designation of CMD. Any person so certified may use the designation of CMD immediately following his/her name on letters, reports, articles and/or any other publications, and use the title Certified Marketing Director, 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 CMD 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 CMD, or during any period of suspension, such person shall cease to use any marks or identification as a Certified Marketing Director.

ARTICLE IV FEES AND CHARGES

4.01 Application Charge

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 CMD COMMITTEE

5.01 Standing Committee

A CMD (Certified Marketing Director) 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 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 an appointment for six consecutive years may be re-appointed only after one year's absence from the CMD Committee.

5.03 Duties of Committee

This Committee shall oversee the preparation, administration and grading of the written examination and shall award the CMD 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 CMD in the performance of his/her business duties. Following its investigation and following a hearing at which the CMD 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 Marketing Directors.

6.02 Publications

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

ARTICLE VII

7.01

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 FOR CERTIFIED SHOPPING CENTER MANAGER (CSM)

Preamble

The purpose of this Code of Professional Ethics is to further the professional stature of those engaged in the profession of shopping centre management by adherence and dedication to principles that will be beneficial to the relationships between fellow CSMs, clients and the shopping centre industry.

A CSM shall be bound by the following pledge:

I pledge myself to the advancement of professional shopping centre management through the auspices of Certified Shopping Center Managers.

I pledge to seek and maintain an equitable, dignified and cooperative attitude with fellow CSMs 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 Shopping Center Managers.

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

ARTICLE I

This Code of Professional Ethics for Certified Shopping Center Managers shall be incorporated into and made a part of the Rules and Regulations of CSMs and be considered a part thereof.

ARTICLE II

A CSM shall not use or permit to be used the CSM designation or emblem in any manner that will adversely affect the professional standards or objectives of Certified Shopping Center Managers.

ARTICLE III

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

ARTICLE IV

A CSM will not commingle monies which he/she has collected on behalf of clients or which have been entrusted to him/her by clients.

ARTICLE V

A CSM 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 CSM shall not ask for or receive directly or indirectly any rebate, discount, fee or commission, monetary or otherwise without the prior written consent of his/her employer or client.

ARTICLE VII

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

ARTICLE VIII

A CSM shall at all times keep proper financial and other records concerning the shopping centre properties under his/her management in accordance with good business practices and professional standards of Certified Shopping Center Managers.

ARTICLE IX

A CSM shall at all times manage shopping centre properties consistent with the highest standards possible as well as consistent with obtaining the highest possible incomes for his/her clients.

CODE OF PROFESSIONAL ETHICS FOR CERTIFIED MARKETING DIRECTOR (CMD)

Preamble

The purpose of this Code of Professional Ethics is to further the professional stature of those engaged in the profession of shopping centre marketing globally through adherence and dedication to principles that will be beneficial to the relationships among marketing directors, merchants' associations and the shopping centre industry.

A CMD shall be bound by the following pledge:

I pledge myself to the advancement of professional shopping centre public relations and marketing through the auspices of Certified Marketing Directors.

I pledge to seek and maintain an equitable, dignified and cooperative attitude with fellow CMDs 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 those with whom I am associated will be served in accordance with the highest possible standards of Certified Marketing Directors.

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

ARTICLE I

This Code of Professional Ethics for Certified Marketing Directors shall be incorporated into and made a part of the Rules and Regulations of CMDs and be considered a part thereof.

ARTICLE II

A CMD shall not use or permit to be used the CMD designation or emblem in any manner that will adversely affect the professional standards or objectives of Certified Marketing Directors.

ARTICLE III

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

ARTICLE IV

A CMD will not commingle monies which he/she has collected on behalf of merchants' associations or shopping centre owners, or which have been entrusted to him/her by his/her merchants' associations or shopping centre owners. He/she shall not ask for, accept or receive either directly or indirectly any rebate, discount, "kickback," fee or commission, monetary or otherwise, without the prior written consent of his/her merchants' associations, employers or clients.

ARTICLE V

A CMD shall not engage in any activity that might be considered a conflict of interest with any merchants' association's or shopping centre owner's interest unless such merchants' association or shopping centre owner first has been advised of the facts and circumstances and has approved of such activity.

ARTICLE VI

A CMD shall at all times keep proper financial and other records concerning the merchants' association and/or marketing programs under his/her management in accordance with good business practices and professional standards of Certified Marketing Directors.

ARTICLE VII

A CMD shall at all times promote his/her shopping centre and manage his/her merchants' association consistent with the highest standards of professional and personal performances as well as consistent with obtaining the greatest marketing benefits for his/her merchants' association and shopping centre.