

Course Memorandum

December 10, 2012

Course: Case Study—Public-Private Partnerships: Theory, Practice, and Cases

Course No. 5140489 Winter 2012

Instructor: Toshiro Nishizawa

Subject: Cancellation of the Class on DAY 10 (December 14) and the Scope of Discussion on Day 11 (December 21)

Dear Students,

The class on Day 10 (December 14) will be cancelled. The date for a make-up class will be announced before the next class.

Please be informed that discussion on Day 11 (December 21) will include the following:

1. Objectives and contribution of project participants, revisited
2. Financing instruments
3. Risk mitigation

I look forward to seeing you on December 21.

Best regards,

Toshiro Nishizawa

Please feel free to send me e-mails with any question about the course or if you want to make an appointment. To help me not to miss your incoming e-mails, **please start the subject line with “5140489” (Course No.) when you send e-mails to Nishizawa’s.*