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Master’s in Development Practice


Handbook URL: http://web.gs.emory.edu/mdp/admission/handbook.html

Updated June 2014

The Handbook is the authoritative document of Master’s in Development Practice (MDP) policies for students, faculty and administrators. It covers topics such as enrollment procedures, tuition and fees, merit awards and financial aid, registration procedures, degree program requirements, standards of academic performance and conduct, grievance procedures, guidelines for graduation application, graduate school and university services, and various Emory University policies and regulations. In addition to the MDP policies contained in the Handbook, students, faculty and administrators are subject to applicable university-wide policies.
I. ACADEMIC AFFAIRS

Requirements for the MDP Degree

The Emory MDP curriculum is structured according to the guidelines formulated by the International Commission on Education for Sustainable Development Practice.

At the same time, it embraces a dynamic pedagogical process, which enables the program to address students' specific interests and needs as well as to capitalize on the many learning opportunities at Emory University. An example of the core courses and other curricular requirements for the two-year program are presented below in the “Two-Year Plan of Student Progress” (page 4). However, the actual sequence of courses may vary from year to year, depending on the availability of Emory and visiting faculty.

In addition to academic courses, several training modules are integrated into the curriculum to equip students with practical skills. These modules range in length from a single day to several weeks and are taught by experienced development professionals. Examples of such skills include: participatory research methods, qualitative data analysis, monitoring and evaluation, GIS and spatial analysis, leadership and teamwork, and decision support systems.

A. Required and Elective Courses

*Introductory MDP Seminar*
In the month before their first semester, students take an intensive introductory course that addresses MDP core concepts, history of development efforts, practical and ethical issues in development work. This course includes field visits to local community-based organizations and development projects.

*Global Classroom*
The "Global Classroom: Integrated Approaches to Sustainable Development Practice," is an information technology-based interactive course that fosters cross-border and cross-disciplinary dialogue. The course allows students and teachers to participate in collective assignments and co-learning processes.

*Core Courses*
Students take 12 core courses in the health sciences, natural sciences, social sciences, and management. In each semester, at least one core course provides opportunities for integration among academic disciplines and across academic learning and practical training.

*Concentration Electives*
Students take a minimum of three courses in their concentration area. After their first semester, students select a concentration that combines courses on a geographic region with those that focus on specific sectors or themes of interest. The specific concentration that a student pursues depends on the individual's past training, experience and career goals and is decided in consultation with MDP faculty.
<table>
<thead>
<tr>
<th>Concentration Areas</th>
<th>Sample List of Eligible Electives</th>
</tr>
</thead>
</table>
| Rights, Ethics & Governance | Human Rights in Context  
International Humanitarian Law  
Political Culture, Rights & Development  
Transitions to Democracy  
Migration |
| Sustainable Livelihoods & Environments | Perspectives & Policies for Sustainable Development  
Conservation Biology & Biodiversity  
Agrarian Transitions  
Environment, Climate, & Infectious Diseases  
International Environmental Policy |
| Global Health & Wellbeing | Health & Human Rights  
Epidemiological Methods in Human Emergencies  
Introduction to Public Health Surveillance  
Gender & Global Health  
Maternal & Child Nutrition |
| Business, Planning, & Management | Global Macroeconomic Perspectives  
Financial Reporting & Analysis  
Catalyzing Social Impact  
Project management & Collaboration  
Community Needs Assessment |

**Career Development Seminar**

Students participate in a 1-credit seminar in the fourth semester geared toward preparing for the job market.

**B. Field Training Requirements**

**Summer Practicum**: Students participate in intensive, "hands-on" field training abroad for two successive summers (10 weeks each). The international field practicum, which begins after the completion of the first full academic year, provides students the opportunity to gain experience with innovative development approaches and practice in real-world settings. The practicum commences shortly after the end of Spring Semester and concludes approximately two weeks prior the start of Fall Semester. The specific dates for each placement are determined in consultation with international host organizations.

**Fall - Spring Practicum (Optional)**: In addition to the international field practicum, students have the option to engage in service learning with Atlanta-based organizations during the two academic years of their studies at Emory. In Year 1, students may spend 6-8 hours/week of engaged learning practice with community-based organizations that work with underserved populations in the Atlanta area. In Year 2, students may receive 1-3 elective credits for working as interns with non-governmental organizations (NGOs) working on development, human rights, public health, environmental conservation, and education in international contexts. In the fall term of their first and second years, respectively, students work in consultation with the Engaged Learning Coordinator to identify a suitable organization for the internship. Selections must be finalized and approved by the DGS by October 15.
Specific codes of conduct and evaluation procedures for MDP practicums are detailed in a separate document, 'Practicum Program Handbook'.

**Two-Year Plan of Student Progress**

*Note:* The actual sequence of courses may vary from year to year, depending on the availability of Emory and visiting faculty.

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<tr>
<th>YEAR ONE</th>
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<td><strong>Summer</strong></td>
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<td>(August)</td>
<td>(September-December)</td>
<td>(January-May)</td>
<td>(June-August)</td>
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<tr>
<td>MDP500. Introductory MDP Field Seminar</td>
<td>MDP501. Policies in Global Health (3 cr)</td>
<td>MDP505. Ecosystems, Natural Resources and Development (3 cr)</td>
<td>Intensive Field Practicum I</td>
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<td>3-Day Workshop: Learning &amp; Valuing Diversity</td>
<td>MDP503. Global Classroom, Integrated Approaches to Development (3 cr)</td>
<td>MDP507. Interdisciplinary MDP Field Seminar I (3 cr)</td>
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<td>MDP510. Gender and Development (3 cr)</td>
<td>MDP506. Seminar: Research Methods for Development Practice II (3 cr)</td>
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<td>MDP506. Research Methods for Development Practice I (3 cr)</td>
<td>MDP508. Concentration Elective I (3 cr)</td>
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<td>MDP502. Development Economics (3 cr)</td>
<td>Intensive Short Course: Monitoring &amp; Evaluation</td>
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<td>(September-December)</td>
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<tr>
<td>MDP504. Political Economy of Development Practice (3 cr)</td>
<td>MDP514. Applied Development Practice (3 cr)</td>
<td>Intensive Field Practicum II</td>
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<tr>
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<td>MDP585. Statistics for Development Practitioners (3 cr)</td>
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<td>MDP513. Energy, Engineering and Infrastructure (3 cr)</td>
<td>MDP516. Concentration Elective III (3 cr)</td>
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<td>MDP512. Concentration Elective II (3 cr)</td>
<td>Intensive Short Course: Leadership &amp; Social Change</td>
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<tr>
<td>Intensive Short Course: Statistics for Development</td>
<td>Proseminar: Career Development (1cr)</td>
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Registration

There are two steps to registration: paying bills and signing up for courses.

A. Paying Bills

You must pay your bill at the Office of Student Financial Services in the Boisfeuillet Jones Center by 4:00 p.m. on the day of registration. Students who do not complete payment and registration by the deadline will be assessed a $150.00 late registration fee.

B. Signing up for Courses

1. Prior to the registration period for a given semester, consult with the Director of Graduate Studies (DGS), for any program-specific requirements and elective options.
2. Submit elective requests via email to the Program Administrator.
3. The Program Administrator enrolls all students via OPUS. However, you are responsible for obtaining the required program approval from the DGS and for verifying that your registration is correct.

C. Regulations Relating to Course Changes and Withdrawals

After the midpoint of the semester (Date of Record), a student will not be permitted to withdraw from a course unless there are clear mitigating circumstances beyond his or her control. The student must request that the DGS send a letter supporting the proposed course change to the Graduate School. This letter must be accompanied by a request from the student explaining the reasons for the withdrawal. Absolutely no change in a student's registration can be made past the end of the semester. This is an absolute University regulation that cannot be waived under any circumstance. Tuition refunds are only partial in all cases of cancellation or withdrawal; after the fifth week of the semester, there is no refund. This applies regardless of the source of the tuition (i.e., the tuition represented is lost to the department and Graduate School just as it is lost to an individual, self-funded student).

Standards of Academic Performance and Status

A. Residence Requirements

Students must be enrolled full time in the MDP program each semester in order to be in good standing. Full-time students enroll for a minimum of 9 credit hours each semester to fulfill residence requirements. In order to keep using Emory's facilities, such as the library, computer center, or gym, a student must be registered for Graduate Residence (during the summer).

B. Assessment of Performance and Progress

As professionals-in-training, MDP students are expected to perform satisfactorily in academic affairs and to at all times exhibit conduct becoming of a trained practitioner. Therefore, even if a student adequately meets all academic requirements, the Program Director may recommend to
the Dean of the Graduate School the withdrawal of any student whose personal conduct is consistently disrespectful toward colleagues, faculty, or community stakeholders. Such behavior is unacceptable and indicates a lack of readiness to meet the basic professional standards of development practice.

Assessment of academic performance focuses on course grades and field training evaluations. All courses (except Career Development Seminar) must be taken for letter grades. Students must maintain at least a 3.3 GPA and earn no grade less than B+ in required course work. In addition, to assess progress in the program, the DGS examines whether students are completing requirements in a timely fashion, fulfilling the responsibilities of their field training, and developing independence as a development practitioner by demonstrating professional conduct and competencies.

Specifically, in the Spring semester, each student will to complete a one-page Student Progress Report and submit it to the DGS and the Program Administrator. Students will be preregistered for summer or the next fall semester once these forms are received by the Program Administrator. The MDP program office uses these materials to ensure that student records are correct along with confirming that students are making successful progress through our program. Once these records are compiled, the DGS will meet with each student to discuss their progress.

Failure to make normal progress is indicated by the following conditions:

1. The receipt of an "F" in any course.
2. Receipt of a term GPA less than 3.3 ("B+").
3. The receipt of more than one incomplete in one academic term. (If a student has two incompletes on his or her record, both incompletes must be removed before the beginning of the following semester).

Each of these conditions will result in the student’s academic performance being deemed unsatisfactory and the student being placed on probation for one semester. During the probationary semester, the student must receive no failing grades, must eliminate the number of incompletes on his or her record, and must obtain a 3.3 GPA. During the probation, the student will not be allowed to take incompletes in any courses. A student who fails to meet the above conditions will be placed on probation for a second semester. A student who fails to meet the above conditions will be terminated from the program at the end of the second probationary semester. Termination will happen automatically, unless the Director of Graduate Studies determines that there is valid reason for extending the probationary period and provides written justification for the student’s continuation and the graduate school grants approval.

While the LGS Handbook allows graduate students to make an appeal for a third probationary semester, LGS guidelines are designed for Ph.D programs, and are not suitable for the MDP two-year schedule. Any student who meets the conditions of probation described above will be reinstated to good standing.

C. Leave of Absence
A leave of absence for a period of time no longer than one calendar year may be granted because of medical necessity, full-time employment, receipt of an external award, or other acceptable reasons. A request for a leave of absence should originate with the student, be endorsed by the DGS, and be submitted to the Dean of the Graduate School for consideration prior to the beginning of the semester for which the leave is requested. A student is eligible to request a leave of absence only after having completed at least one semester at Emory. Time limitations pertaining to the degree (below) and the completion of courses that have received a grade of incomplete (I) are not waived.

D. Time Limits

Master’s candidates who are in residence should complete all requirements within two calendar years of their first registration. All requirements for the MDP degree must be completed within five calendar years from the date of first registration.

E. Degree Completion

After meeting all requirements listed above, students must complete several forms in order to submit a Degree Application through the MDP program to the Graduate School. Thoroughly review the degree application procedure on the Laney Graduate School website: http://www.gs.emory.edu/resources/progress.php?entity_id=7. When all required paperwork is submitted through the program to the graduate school office and is approved by the Dean of the Graduate School, students will be awarded the Master’s degree.

II. FINANCIAL INFORMATION

Tuition and Fees

The cost of attending Emory University includes tuition and academic fees, living expenses, health insurance, parking fees, and incidentals such as the purchase of textbooks and supplies. All tuition and fees are determined by the Board of Trustees and are subject to change without notice.

A. Tuition and Academic Fees

Tuition for a full-time course load of 9 hours or more is $18,900 a semester for the academic year 2014-2015. This fee covers tuition, the use of facilities of instruction and library services. Student health insurance is incurred as an additional expense.

B. Audit Course Tuition

The charge for audit courses is the same as for credit courses. Courses audited may not be established for credit by examination, nor may they be changed to credit courses after the end of the drop/add period. Audit hours do not count toward eligibility for federal financial aid.
C. Enrollment Fee

All degree seeking students will be assessed an Enrollment Fee each semester. In 2014-15, the fee is $1,250.

D. Mental Health and Counseling Fee

All students will be assessed a Mental Health and Counseling Fee each semester. In 2012-13 the fee is $58.

E. Computing Fee

All students in the Laney Graduate School will be assessed a mandatory computing fee of $50 each semester. This fee supports information technology and computing services, including student email, web access, and other computer-supported services. This fee will not be waived.

F. Student Activity and Athletic Fees

An $89 student activity fee, which finances the Student Government Association, organized student activities, and campus events, is assessed fall and spring semesters. An additional fee of $120 per semester ($53 in Summer) is assessed each student to help support recreational and athletic programs. Students who have reached tuition-paid status are exempted from activity fees.

Financial Responsibility to the University

Students are responsible for maintaining good financial standing with the University, including timely payment of tuition, rent, board, emergency loans and other fees as well as fines that may be incurred from the libraries or parking office. Penalties for past due accounts include but are not limited to: cancellation of registration, refusal to approve continued registration, refusal to release transcripts, and withholding of diplomas.

Mandatory Health Insurance

Emory University has a mandatory health insurance requirement for all degree-seeking Emory University students (domestic and international). Under this requirement, students must either purchase the Emory Student Health Insurance Plan or show evidence of enrollment in a comparable United States domiciled health insurance plan. If the student did not waive out of the Emory plan by the published deadline, he/she will be automatically enrolled in the Emory plan and billed via the Bursar. For 2013-2014, the cost of the Emory Student Health Insurance Plan was $2,744. For more information, visit the Health Insurance page.

Summer Travel Expenses

The Emory MDP program provides a limited amount of funding for most of the travel and subsistence expenses relative to the summer field training in developing countries. These
expenses are estimated in collaboration with host-organizations and on the basis of advise by faculty familiar with the country. Students may need to pay for some incidentals and personal expenses. (For details on summer travel, see “Managing and Documenting Your Internship Travel Award” in the Appendix.)

**Merit Awards and Financial Aid**

The Emory MDP program offers tuition scholarships to a significant number of promising students, upon acceptance into the program (the average scholarship being around $20,000 over four semesters). Funding for MDP studies is also available from external scholarship programs. MDP students are eligible for part-time work opportunities at Emory University. They are not eligible for doctoral studies scholarships and teaching assistantships offered by the Laney Graduate School.

A. Conditions of Eligibility

The “Graduate School: How to Apply” section of the Office of Financial Aid website provides financial aid information for new, returning, and international students.

**III. HONOR, CONDUCT, AND GRIEVANCE**

The Laney Graduate School Honor Code, as outlined in the Graduate School Handbook, will apply to cases of academic misconduct by MDP students. Similarly, procedures for reporting and hearing evidence pertaining to cases of honor code violation will follow the written policies of the Graduate School.

**Code of Conduct for Field Practicums**

Specific codes of conduct and evaluation procedures for MDP internships are detailed in a separate document, 'Practicum Program Handbook'.

**General Grievance Procedure**

Students who have a grievance related to some aspect of their program in the MDP should report it to the DGS. The student should describe the grievance and relevant details in a letter addressed to the DGS, who will try, if possible, to resolve the grievance in conversation with the student and relevant parties. If this is not successful, the MDP Director will appoint a committee of three MDP faculty members or use an existing standing committee, who will review the grievance and propose an appropriate response. If it is impossible to resolve the grievance within this committee or within the framework of the MDP administrative structure, the Director will forward the grievance to the Office of the Senior Associate Dean of the Laney Graduate School. From this point forward, the grievance will be handled according to the Grievance Procedure outlined in the Laney Graduate School Handbook. If the issue is with the Director, the student should go directly to the Senior Associate Dean of the Graduate School.
IV. BECOMING A DEVELOPMENT PROFESSIONAL

While the MDP program offers a variety of professional development resources (courses, workshops, mentorship, professional contacts, and services) to help students achieve their career goals, we cannot guarantee job placement. *Ultimately, it is the student’s responsibility to pursue appropriate opportunities for career networking and hiring.*

Finding a Job

During their 2nd academic year, students participate in a Professional Development Seminar. The seminar meets regularly throughout the term to discuss strategies for identifying and applying for job opportunities, developing resumes and application materials, preparing for networking and interviews, and meeting with established development professionals and human resources personnel for further advice. In addition to the seminar, students receive regular mentoring on career-related choices by MDP faculty.

The MDP program office often receives announcements of job openings which are relayed by E-mail to all students on a regular basis. Faculty members should also be consulted about job opportunities. The University Placement Office may be a useful source of information about openings in non-academic positions in industry, government, and the private service sector. This Department is located in the North Decatur Building: Pre-Professional Office at the Career Center, 1784 North Decatur Road, Suite 200, Atlanta, Georgia 30322, (404) 727-6053.

Preparation for the job market begins early in the student's graduate career, not when the student actually begins looking for a job. Students’ choice of areas of concentration, their academic record in graduate school, and their internship performance are all important factors in securing a position. Students should consult with the DGS early in their graduate career for advice on structuring their involvement in the MDP program in ways that will facilitate a successful job search.
APPENDICES
The purpose of this document is to ensure that you have a happy, healthy, and safe summer internship experience, while at the same time complying with Emory University’s policies for managing travel funds and enabling you to practice important professional skills in budgeting and financial management.

Emory University rules related to travel apply to all University individuals, including faculty, staff, students and non-employees traveling on behalf of the University and using Emory University funds. You may access the Travel Policy at http://policies.emory.edu/.

MDP’s policy is that you must document each expense with a receipt that includes date, amount, and contact information for the vendor. Exceptions are tips and small purchases from informal vendors (e.g. street food, fruit, etc.).

**All your recorded expenses need to be accompanied by an itemized receipt. Credit card receipts are valid only if they are itemized. Use your receipt book to create a receipt when these are not readily available.**

Submitted accounts are subject to review and approval by MDP personnel, so do not assume that the award covers any expense you incur, even if documented by receipts. If you are in doubt on whether something is allowed and covered, ask the MDP personnel before spending the money.

Unspent and undocumented funds **must be reimbursed** to Emory University. The deadline for submitting a reimbursement check made out to Emory University must reach the MDP office by Friday, September 5, 2014.

**Reimbursable expenses not included in your internship travel award:**

**These require an itemized receipt and can be submitted directly to the Program Administrator**

- Visa fees, visa photos, and other related expenses
- Emory University Student Health Insurance Plan (EUSHIP) co-pays for malaria prophylaxis and other required travel-related medication

**Anticipated expenses factored into your internship travel award:**

- US airport transport
- Standard baggage fees (no excess luggage)
- Country entry or exit fees, and other permits (confirm what the fee is and the type of payment required prior to your departure to the airport)
- Pre-approved lodging (only for the duration of your internship)
- Meals, if not prepaid by MDP (only for the duration of your internship)
• Transportation for work related travel not covered by partner organization
• Documented currency exchange fees and ATM fees
• Incidentals (laundry, household supplies, toiletries, bottled water, over the counter meds)

Allowable expenses - up to a reasonable amount determined at MDP discretion:

• Unlocked GSM phone, local SIM card, and airtime units for in-country calls
• Internet café fees in host-country
• Exercise facilities (ex. gym, swimming pool, tennis court, etc.)
• Educational outings (museums, cultural events, historical sites, national parks, etc.)
• Dictionary, work-related books, one travel guide
• Currency exchange and ATM fees for personal funds
• Tips for housekeeping and luggage handler personnel.
• Small thank you gifts and cards for co-workers and local contacts
• Occasionally treating co-workers and local contacts to a drink or a meal
• Pre-approved language lessons

Expenses that are not covered by your MDP internship travel award:

• Extra cost to accommodate personal preferences above and beyond the cost of the least expensive, most direct roundtrip fare between Atlanta and internship destination
• Seating upgrades (to economy comfort, business class)
• Excess baggage fees
• Housing or hotel accommodations not pre-approved by the MDP personnel
• Personal travel and tourism
• Theft /damage insurance on your personal laptop (sorry, Emory does not allow it!)
• Consumer durables (watch, camera, radio, etc.), even if lost or stolen while in the field
• International roaming or Skype fees
• Currency exchange fees for personal funds
• Novels and non-work related books
• Alcoholic beverages
• Furniture, bedding (except mosquito net where needed)
• Clothing, shoes, bags, luggage items, and other personal items
• Personal grooming (manicure, pedicure, massage, haircuts)
• Souvenirs
• Expenses of any kind incurred by traveling companions other than fellow MDP interns

Money matters:

• Have “real money” on hand: many places do not accept credit cards
• In some countries you can withdraw money in local currency through local ATM machines; in others it is not possible or safe: learn about options before you get there
• Traveler's checks are no longer accepted in some countries; in others you can only exchange them in the capital city and/or in certain banks. Avoid taking or using them if you can.
• In some countries money changers do not accept old banknotes (e.g. older than 2001 or 2003), banknotes that are ripped or written over, or denominations lower than 50$.
• If you take cash, make sure it is well hidden in a money belt and you deposit it somewhere safe when you get to destination (either in a hotel safe or local bank account).

**Do you have:**

• Copy of your passport and visa page that you will carry with you at all times?
• Additional copy of your passport information, visa page, and vaccination certificate that you will keep separate from you and your personal belongings?
• Emergency information card, preferably laminated, that has all your basic contact and emergency information?
• Address and contact information for the US Embassy in your destination country?
• Receipt books to document expenses?

**Emory University's International Assistance Program:**

International SOS provides Emory's students, faculty, and staff traveling internationally on Emory business or sponsored programs with international medical, security and travel assistance, managed and administered by International SOS. International SOS is the world's largest medical and security assistance company with more than 6,000 professionals in 24-hour Alarm Centers, international clinics and remote-site medical facilities across five continents.


**Note:** Because your air travel was booked through Emory’s corporate travel department your itinerary has already been uploaded to your ISOS Personal Travel Locator profile. Your ISOS Emergency Record is for the use of ISOS medical staff that assists you in a medical emergency. A comprehensive and current Emergency Record is key to you obtaining the best medical care possible in an emergency situation.
## MDP Contacts:

<table>
<thead>
<tr>
<th>Name</th>
<th>Email/Skype</th>
<th>Office Information</th>
<th>Personal Information</th>
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</table>
| David Nugent    | david.nugent@emory.edu | 404-727-4164  
1557 Dickey Drive  
Suite 212  
1460-001-1AA | 678-428-8703 (C)  
404-634-6368 (H)  
915 Castle Falls Drive, NE  
Atlanta, GA 30329 |
| Carla Roncoli   | carla.roncoli@emory.edu | 404-727-4394  
1599 Clifton Road, NE  
Suite 6.309  
1599-001-1BY | 404-935-2316 (C)  
404-524-8833 (H)  
339 Candler Street, NE  
Atlanta GA 30307 |
| Rebeca Quintana | rebeca.quintana@emory.edu | 404-727-6655  
1599 Clifton Road, NE  
Suite 6.302  
1599-001-1BY | 404-378-4066 (C)  
581 Page Avenue, NE  
Atlanta, GA 30307 |
# Internship Expenses Log

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Travel Award 3,500.00

Balance 3,500.00

Expense type key: Lodging, food, transport, supplies, communication, fees, other (explain), personal

Replace "1.00" with "X" (value of local currency in US$)