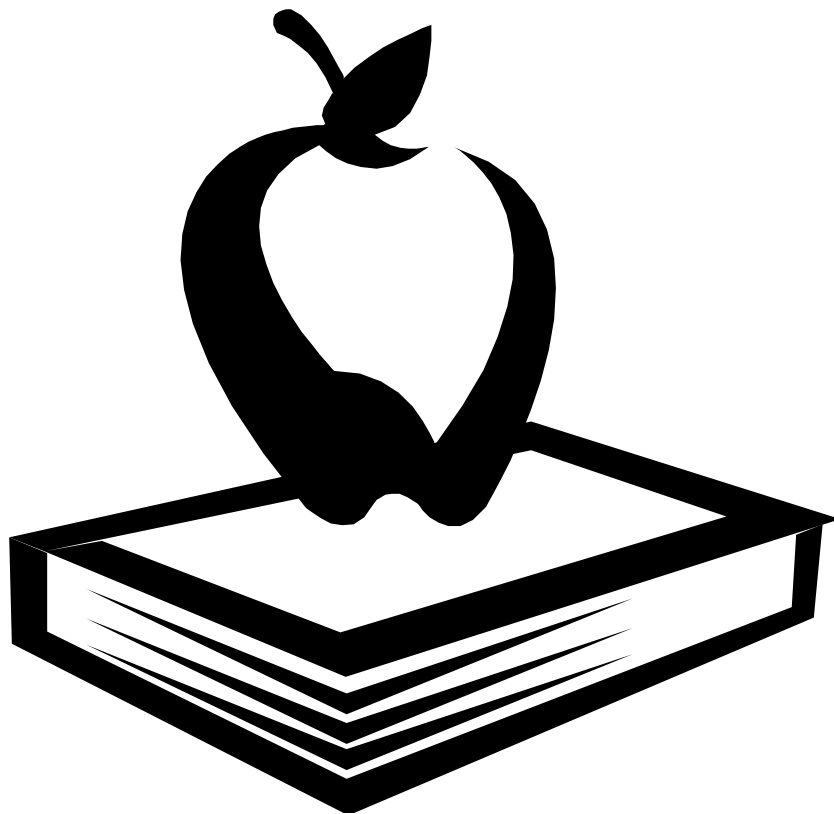


Briarwood Elementary School

**Student/Parent Handbook
2018-2019**



Learning is cool at Briarwood School!!!

Updated 8/2018

... From the Principal

Communication and involvement between home and school is a vital component for our children. Creating a foundation for learning begins at home and is expanded at school. It is our hope to have all children who complete their experience at Briarwood School exit as students ready for awaiting academic challenges and motivated to learn.

Creating an interest and love of learning is our objective at Briarwood. As our commitment to you, our families, we strive towards differentiating instruction and meeting the needs of all of our students. Together, we work as a team: Briarwood faculty, students, and families.

We will continue to be a Bucket Filling School. Children will be involved in discussions where we highlight the importance of respect, cooperation and social problem solving! All of our children are unique and bring many facets of learning and enjoyment into their classrooms. As a school, we want to foster positive social interactions. We promote an environment where children feel safe to live and laugh and an environment where children can learn! I look forward to working cooperatively with staff and families on continuing to enrich the lives of our students.

It is also our objective to provide a positive, effective, and stimulating learning environment for all children. We are creating an atmosphere where children feel safe to try new experiences, promote respectful interactions, and are in surroundings that are fair and consistent.

Please know I welcome all families and have an “open door” policy. I look forward to a collaborative relationship!

Warm regards,

Mrs. Sherri Glaab
Principal

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**Briarwood Elementary School Staff
2018-2019**

Principal- Sherri Glaab
Secretary- Alyssa Christopher
Nurse- Joan Seery
Custodians- Thomas Mangan, Thomas Zaleski

Pre-School

Shannon Carroll
Nicole Sabatino
Stephanie Lentine

Resource Center

Paige Scott

Kindergarten

Jennifer Adochio
Daria Avanzato
Tara Felt
Denise Newman
Lauren Ocejó
Sharon Palmisano
Susie Rotella
Romina Viola

First Grade

Tina Bruno
Jessica Gatti
Kathleen Keenan
Patricia Murray
Farrah Rella
Kaitlyn Tierney
Meghan Tighe

Second Grade

Jane Chonowski
Kevin Crosetto
Jennifer Fellippello
Paige Scott
Jane Stumpf
Vanessa Thompson
Lisa VanWay

Special Area Staff

Art/ STEAM- Tracy Lawton

BSI- Christine Calafati

ESL- Linda Laub- District

Library/ Technology- Erin Norris

Music- Jeremy Serfozo

PE- Susan Chapin

World Cultures- Julia Gross

Guidance/ Social Worker/Anti Bullying Specialist- Yvonne Orlando

Learning Consultant- Lori Jane Dolan

Occupational Therapist- Danielle Manger (district)

Physical Therapist- Gina Cicarelli (district)

School Psychologist- Lauren Erickson- MLR- Leanne Morici

Speech- Anna Nowacki

Speech- Meghan Beam

ORGANIZATION OF INSTRUCTION

There are 6 homerooms for kindergarten and grade one and 5 homerooms for grade two. Briarwood School also has 2 preschool programs and a Resource Center. Every effort is made to balance each homeroom considering every aspect of a child's learning experience and background.

Every student receives instruction in all subjects from their homeroom teachers and/or team teaching teams. Each classroom provides instruction in integrated language arts (reading, phonics and writing), social studies, science, math, handwriting, health education, and foreign language. The classroom teacher guides and assists students in general management and movement to/from all special subjects classes. All classes receive additional specialized instruction in art, music, physical education, computers and library. Kindergarten students have health as a special subject class.

Students receive enrichment from their classroom teachers and a gifted and talented program is available based on eligibility for all grade levels. Students for the G&T program will be assessed for eligibility to the program. Programs for G&T meet approximately one time per week. Kindergarten's G&T program begins the second semester (end of January) and the grade 1 and 2 program begins in November.

Students requiring basic skills in grades 1 and 2 will receive instruction from our basic skills teacher after notification is provided to the parents.

SCHOOL DAY

The school day begins for all students at 8:15 a.m. with supervision outside. Students should not arrive at school before staff is on duty to receive them at 8:15 a.m. If you arrive prior to the drop-off time, you will need to remain with your child until 8:15 a.m. Children are tardy by 8:31 AM. Guardians must walk children into the building to receive a late pass after 8:31AM.

Students have a scheduled program of studies, which concludes with a staggered dismissal in three stages. Kindergarten dismissal begins at 2:55 p.m., grade 1 and grade 2 dismissals begin at 2:58 p.m. and bus dismissal is scheduled for 3:00 p.m.

Parents must assume responsibility for safe transportation of students who participate in before and after-school activities. If students are participating in any of these activities, a note should be sent to the teacher indicating the days they will participate. Should there be any changes to your child's scheduled participation, please notify the teacher in writing so that plans can be appropriately followed.

All parents will complete the pupil supervision after school dismissal form. Should any changes be made, please inform the teacher **and** Main Office in writing.

Regular Schedule:

8:15	Students enter building
8:25	School begins
8:31	You must sign your child into school after this time
11:00-11:40	First grade and Second grade lunch/recess
11:40-12:20	Kindergarten and Pre-Kindergarten lunch/recess
2:55-3:00	PM Dismissal
3:00	School Ends

The "Early Dismissal schedule" is 8:25 AM-12:50 PM (No lunches served, please send in a snack.)

The "Delayed Opening schedule" begins at 10:15 AM

Preschool Hours

Full Day- 8:25 AM-2:55 PM
AM Preschool- 8:25 AM-11:00 AM
PM Preschool- 12:25 PM-2:55 PM

Delayed Opening-

AM Preschool- 10:00AM-11:45 AM
PM Preschool- 1:10 PM-2:55 PM

Early Dismissal-

AM Preschool- 8:25 AM- 10:00AM
PM Preschool- 11:10 AM- 12:40 PM

Forgotten Items

To avoid distractions and to further increase the safety and security of the students, the district has instituted a new Forgotten Item policy. Large waterproof containers that will be in front of each of our buildings for forgotten items. Caregivers are to drop off forgotten lunches, instruments, notebooks, homework, etc. in those containers with the student’s name and homeroom prominently placed on them. Our building secretary will routinely check the containers to ensure that the items are collected and given to the students.

EMERGENCY SCHOOL CLOSING AND DELAYED OPENING

Families will be notified via School Messenger (our “All call System”). News12, Fox 5, and ABC 7 will also list our school closing information. There will also be an announcement on the district’s main website. Late openings will begin at 10:30 a.m., 120 minutes after the regular time. School dismissals will follow the regular schedule. Should early dismissal be required, all students will be dismissed at 12:50 p.m.

Phone inquiries regarding school closings should NOT be made to the radio station, the police department or the school. Please be sure to have your contact numbers up-to-date on our School Messenger System. Please check your registration form that was sent to you at the beginning of the year for accuracy and if there are any changes during the year, please notify the main office.

REPORT CARDS

Report cards are issued **three times per year** for kindergarten through grade 2 students. Preschool students receive progress reports 3 times per year. The teacher evaluates student performance based on both objective data and subjective analysis of performance in consideration of the student’s functional grade level.

PARENT/GUARDIAN TEACHER CONFERENCES

Conferences are scheduled one time per year, typically in December. These conferences generally coincide with the first report card. Conferences are scheduled by classroom teachers with the parents/guardians of every child.

Parents/guardians may schedule conferences with teachers at any time throughout the school year. Conferences are welcomed, whether in person or by phone, to discuss any issue or situation pertinent to the student’s development, achievement or adjustment. Conferences can be arranged by a written request directed to the teacher or by accessing the teacher via voice mail or e-mail.

COMMUNICATION

Information from the teacher comes in various forms. Telephone calls, notes and letters, e-mails and web pages are various ways teachers communicate the happenings of the classroom. If you need to contact the teacher, please do not hesitate to leave a message via any one of these mediums.

BIRTHDAYS AND CLASS PARTIES

Our teachers are happy to accommodate the celebration of birthdays. Birthdays are celebrated as a food free event. Classroom teachers will individually organize a “celebratory recognition” such as signing of special items, special book sent in to read etc.

Class parties will typically be limited to 20-30 minutes. BWD permits food for 2 specific parties: Halloween and Valentine’s Day. Allergy free rooms will conduct parties in accordance with our allergy policy and guidelines outlined by the school nurse as appropriate. Food planners should be considerate of allergy needs so it is imperative that you work with the teacher to ensure appropriate guidelines are followed.

During any special activity in the classroom, please make arrangements for the siblings so that they will *not* be in attendance. Having younger students attend these functions can detract from the “special activity” for the entire class. During our Halloween celebration there are to be no masks or costume weapons utilized during the holiday parade.

SCHOOL SNACKS

Students are allowed to have a healthy snack during the school day in order to “sustain” the energy needed for learning. In order to provide a safe learning environment for all, our school will have the following procedures for classroom snacks. Everyone will choose a “HEALTHY” snack for eating in the classroom. (i.e.- If chips are sent in for snack, students will be encouraged to have them during lunch and select something else.) The teachers will address the available options with parents at the beginning of school year and at our Back-to-School event. There is absolutely NO sharing of any food during snack or lunch.

HOMEWORK

Kindergarten- Home experiences related to classroom lessons should be assigned to students when appropriate. Grades 1 and 2- Formal homework assignments should be introduced in grades one and two. Lessons should be geared to the needs and abilities of individual students. The amount of time should be on average from fifteen to twenty-five minutes per day plus ten minutes of reading and five minutes of math fact review.

If a child is struggling with homework, please accompany the work with a note to the teacher detailing the difficulty. This information allows teachers to review and re- teach information.

Please see Homework Policy 2330.

SCHOOL VISITATION & RECORDING

In order to assure the safety of the students, the security of the building and minimize disturbances to the instructional program, state law requires visitors to report to the school office. There is also no recording or pictures without the prior permission of the school administrator.

All doors are locked. Please use the front door (Door “A”) to gain access to the building. A bell to the right of the front door should be used to ring in. The Main Office staff will provide entrance for all. **ALL VISITORS** must report to the Main Office when entering the building.

All visitors to school staff members: i.e.-nurse, teachers, CST members, Principal must have a **scheduled meeting** in order to be allowed into the building.

Visitors will be asked to provide their **license** and leave it in the office during their visit in the building. Once the license is received, you will be issued a visitor’s lanyard. Upon return to the Main Office, visitors will return their lanyard and receive their license. For safety reasons, no strollers will be allowed in the building.

Any materials that need to be forwarded to a teacher or student such as: forgotten lunches, books or homework **should be left inside the container located outside the main entrance door.**

Please remember that each teacher has a phone voice mail and e-mail system in his/her room so messages can be left should you have any questions or concerns. Please utilize this system and you will receive a timely response to your inquiry, concern or request for clarification.

Please remember that a secure building is tantamount to the safety and security of your child at Briarwood School. Every parent is requested to observe and respect the entrance and exit policies. **Please do not assist anyone by opening a door to the building.** Our office staff will handle these requests. Please note our custodians are **not** permitted to open the school or individual classrooms for any parent or student.

CURRICULUM MANAGEMENT SYSTEMS AND CUMULATIVE RECORDS

A student’s progress is recorded. These scores indicate the progress and mastery of significant concepts, information and skills taught on each grade level. The cumulative records maintain the records of the student’s progress through the primary grades.

A medical record is maintained in the health office. These records document each child’s medical history, growth pattern and the results of periodic hearing and eye examinations.

Any special education records are separate records and are maintained by Special Services. All of these records are available for examination by parents upon request.

INTERVENTION AND REFERRAL SERVICES

The I&RS (Intervention and Referral Services Committee) is a teacher-based committee that meets regularly to discuss interventions and strategies for individual children. These strategies are used in the classroom to promote growth and development and classroom management. Teachers and parents may request this committee to discuss strategies for students who may be struggling in the classroom.

BASIC SKILLS AND SUPPLEMENTAL INSTRUCTION

Some children require different approaches and instructional techniques. The general education program provides a variety of alternatives and materials to accommodate students in the classroom. Teacher assessment and diagnostic testing determine assignments, time periods and methodologies employed for each student. Instruction is provided in small groups.

THE CHILD STUDY TEAM (CST)

For students requiring special interventions, the school has available the services of a CST consisting of a social worker, school psychologist and learning consultant. Students receive services through a referral procedure, which can be initiated by any certified school personnel or a child’s parent/guardian.

Speech/language services and other related services (Occupational Therapy and Physical Therapy) are also available for students warranting specialized services.

Please be advised that if your child is in a support classroom with two teachers, there may be times when the class is working in small groups outside of the classroom with either the homeroom/subject level teacher or the support teacher due to the specifically assigned activity.

Our Supervisor of Special Education, Ms. Jane Steffen is located at Brooklake School. Please call our Special Services Department at (973) 822- 3888 (x4119).

SCHOOL INSURANCE

Insurance for all students is provided during school hours by the Board of Education. Additional 24-hour insurance may be purchased by parents/guardians during the fall enrollment period.

PHYSICAL EDUCATION

Students in grades kindergarten through second grade have physical/health education and recess. Although children are encouraged to wear functional clothing daily, it is especially important on days that they have physical education (one-two times per week). Clothing should not be restrictive for the large muscle movement associated with games and sports. Children should wear sneakers. For the safety of the children, please refrain from wearing sandals, flip flops or other loose fitting shoes on gym days or if they wish to play on the outdoor playground equipment. Your classroom teacher will inform you about gym days.

Children, who have been ill, or recovering from an injury, may be excused from physical education class upon submitting a written request from the parent. Excuses of longer duration require a doctor's statement.

FIELD DAY

Families are invited to join us during this school wide event. This spring event encourages children to work together and demonstrate inclusive, respectful behavior. Organized, planned activities will be taking place throughout the event. This event is open to the public!

EARLY DISMISSAL FROM SCHOOL

A written request should be submitted if it is necessary for a student to leave school prior to the regular dismissal time. The note should request early dismissal and specify the time of dismissal. The children will remain in the classroom until the parent arrives at school. Children will be called to come to the main office once the parent signs their child out of school. In situations requiring parents/guardians to call for students on short notice and without prior written notification, the parent/guardian may call and sign the child out at school before the child is dismissed.

ATTENDANCE

Please keep children home if they are ill. Children should be fever and vomit free for 24 hours without medication prior to their return to school. If a student's absence is anticipated for any reason, the school should be contacted prior to the date of the absence, if possible. Please refer to Board of Education Attendance Policy 5200.

On **each** day your child is absent, the parent is requested to telephone the school between 7:30-8:00 a.m. to report the absence. Please use the 973- 822-3884 number. Please dial 1 (one) on the menu to report a student's absence to the nurse's office.

Upon a student's return to school from an extended absence, the teacher will take the responsibility for updating the student on the significant skills, concepts, and information, which were missed during the absence.

STUDENT TARDINESS

Arriving to school in a timely fashion is important in developing good habits and the importance of school for your children. **School begins** for all students at **8:30 a.m.** Whenever a student does not arrive in the homeroom **by 8:30 a.m.**, the student is considered **tardy** to school. The parent/guardian is expected to sign-in the student in the office at the time of arrival indicating time the student entered school. Children will receive a tardy pass, which must be delivered to the homeroom teacher upon entry to the class. The teachers take attendance and if your child is not signed-in after the late bell, the student will be considered absent for the day. Please refer to Board of Education Tardiness Policy 5240.

NOTES FROM THE NURSE

Students who have an accident or illness that requires a visit to an emergency room, hospitalization or treatment such as stitches shall submit a letter of clearance prior to re-entering school. The letter should state they are cleared to return to school and whether there are any physical restrictions.

Pupils who have been absent because of contagious diseases or conditions must present a certificate of recovery from a licensed physician or be examined by the school physician.

EMERGENCY FORMS

Parents are required to complete and/or update emergency forms each year. In addition, please list family members and/or friends who are close to the school and ARE available during school hours to pick up your child should there be an emergency and a parent cannot come to the school. If there is a change to your information after the school year begins, please provide it in writing to the Main Office so we may update our records.

PHYSICAL EXAMINATIONS

General physical examinations are required for a child to enter preschool, kindergarten and first grade. A physician is required to complete Florham Park's physical examination form, which may be obtained from the school nurse or on our website. Hearing and vision screening are administered to all students annually. If any child's screening indicates a divergence in hearing or vision acuity beyond acceptable standards, the parent/guardian will be informed. On a yearly basis, the school nurse records the height and weight of second grade students. All health data is recorded on a cumulative health card maintained by the school nurse.

CHILDREN REQUIRING MEDICATION

The nurse will administer medication to students when prescribed by the child's physician. Written, specific directions from the physician should be sent to school, along with a note from the parent/guardian. This applies to over-the-counter as well as prescription drugs. All medicines must be in the container labeled by the pharmacy. All medications need to be delivered to the nurse by a parent/ guardian. All medications will be maintained in the health office.

Each child's physician must complete allergy/asthma action plans for students who require allergy and/or asthma medication in school.

ALLERGIES

For students with food allergies, the classroom teacher is the first line of defense in following protocol for children in their charge. They will notify the child's parent/guardian of all events planned with food. The classroom teacher along with the school nurse will make appropriate arrangements as deemed by the student(s) accommodation plan. If your child has an allergy, please contact the school nurse to develop an appropriate plan(s) for school.

Please refer to the Board of Education Management of Life- Threatening Allergies Policy 5331.

CELL PHONES, PICTURES AND VIDEO EQUIPMENT

Students are not allowed to have cell phones on or to use them in school, on the bus or at school related functions. Any cell phones will be taken and given to the principal.

Use of electronic equipment within this building is strictly prohibited. No one is to take pictures, use video or audio recording at any time without prior consent in accordance with the Florham Park Board of Education Use of Electronic Communication and Recording Devices Policy 5516.

LOST AND FOUND

Articles and clothing found on school property are maintained outside the All-Purpose Room in a large container. Please LABEL your child's belongings with his/her name (i.e. clothing, water bottles, books).

Parents/guardians may examine the contents of the LOST and FOUND by contacting the school office. The items in Lost and Found will be discarded periodically throughout the school year. Please check Lost and Found if you believe your child is missing any items.

TOYS IN SCHOOL

We understand a child's desire to bring toys to school. However, these items may be easily lost, broken, or may interfere with the learning process. Please refrain from allowing your child to bring these items to school except for a special day (i.e., "Show and Tell").

- Electronic games or devices are NOT allowed in school.
- Trading cards are discouraged because they may lead to disagreements among students.
- Students should not bring any item of value to school, including jewelry.
- Toy guns or other toy weapons are not permitted at any time in school.
- The school is not responsible for lost or damaged items.

EMERGENCY OPERATION PLAN

Each month, all students will participate in fire drills and other emergency/ security drills. A.L.I.C.E. protocol is followed should an intruder enter the building. Staff will review all drill procedures at the beginning of the school year with students.

BUS REGULATIONS

Only students whose residence conforms to the guidelines established by the Board of Education may ride the school buses. Bus students are required to enter and exit the bus at a designated bus stop. If an emergency or a hardship situation arises requiring a temporary change, a request should be made to the Business Administrator at (973) 822-3880. Children designated for bus transportation are permitted to have other travel arrangements if their parents/guardians submit written approval with the date specified (other than riding another bus route). Transportation can be denied if a student manifests improper or

unsafe conduct. Refer to Code of Conduct- Bus and Board of Education Student Discipline Code of Conduct Policy 5600.

BICYCLES

Children riding bikes are required to place them in a designated area during school hours. Parents/guardians are encouraged to provide a bike lock to minimize the possibility of theft. Children are expected to observe the appropriate safety regulations while riding to and from school. Improper riding practices can result in a child being prohibited from using a bicycle for school transportation. All children must wear bicycle helmets as required by law. Any unattended bicycles will not be the responsibility of the school district. Please be sure to make proper arrangements for the security of student bicycles.

STUDENT LUNCH

Children are required to bring a lunch box with the option to purchase milk for the entire school year. A notice regarding these options will be provided during the first weeks of school. Whole milk, 2% milk and skim milk are available. If a child chooses to bring milk or other beverages from home, it is requested that containers other than glass be used.

In addition, the PTA sponsors our purchase option lunch program. This information is provided on the website. Please make your arrangements through this program should your child wish to participate in any or all of the PTA sponsored lunches. There is no sharing of food at the lunch tables.

Student lunch/recess periods are 40 minutes in duration. Weather permitting; children have a recreational period of free play on the school grounds for approximately 20 minutes of the 40-minute lunch period. In the event of an indoor recess (i.e., rain or snow), students have varied options to play with recess games and materials.

ACHIEVEMENT TESTING AND ABILITY TESTING

Kindergarten students are screened in the learning modalities of auditory discrimination, visual perception, language and motor development. (Kindergarten registration is scheduled in February. Please refer to Briarwood's calendar for the specific date.) Throughout the school year, students are administered assessments to measure each student's achievement and readiness. This information will be used in determining programs for next year's placement.

During the school year all students in kindergarten through grade 2 are administered running records for ELA and an online assessment for math. Classroom assessments and benchmark checkpoints are also completed within classrooms.

MAINTAINING ACCURATE CONTACT INFORMATION CHANGE IN RESIDENCE OR TELEPHONE NUMBER

Please ensure our web- based system has current numbers and addresses. The school (main office and nurse's office) should be notified in writing regarding any change of residence or telephone number.

SCHOOL VOLUNTEERS

Briarwood welcomes community volunteers as they can enrich the educational program, assist staff and enhance community partnership. All regular volunteers must adhere to the Florham Park Board of Education Policy 9180.

ANIMALS ON SCHOOL PROPERTY

Animals are prohibited on school grounds at all times, except by the express permission of the Building Principal. Please refer to the Board of Education Animals on School Property Policy 7490 and Live Animals in School Policy 2560.

Service animals are permitted; please refer to Board of Education Service Animals Policy 5337.

PHOTOGRAPHS

Photographs may be taken during any classroom event or special school activity. Photographs will be released to the local newspapers (outside organization) on occasion and will require written permission. Please be sure to complete the written release form provided at the beginning of the school year so that we may share the wonderful activities happening at school. If photographs are being used for school-sponsored events, no permission slip will be necessary (i.e., class activities etc.) The photograph release form for outside events will be on file with the teacher for the entire year.

FIELD TRIPS

Field trips are taken by each grade level to enhance the curriculum. We ask that you complete and return field trip permission slips by the assigned date in order to properly schedule for the trip. Any chaperones that attend the field trip are asked to leave siblings at home. Field trips may require a fee; information will be included in the permission information. Should your child require financial assistance, please contact the school principal regarding this matter. Teachers are not permitted to administer medications on field trips. If there are any needs to administer medication, please contact the school nurse to discuss arrangements prior to the scheduled trip.

COMMUNICATION

Our Document Manager will be updated to include various notices from the community, PTA, other organizations and school-wide activities. Please be sure to review it weekly. This is our main communication system for the many papers that come home weekly, however, due to the timely nature of some notices, some forms and notices may be included in your child's daily folder. Our Document Manager can be found at: <https://sites.google.com/a/fpks.org/briarwood-document-manager/>

STUDENT BEHAVIOR/HARASSMENT / DISCIPLINE

Briarwood believes that we have a significant role in teaching our children to behave appropriately. Students must understand that their behavior cannot interfere with other students' right to learn. The staff is committed to creating and maintaining an atmosphere that will make the school a comfortable and happy place to learn. The district is committed to support students in learning what it means to be a good citizen, traits that include: honesty, responsibility and respect to self, others and property. This is a partnership between parents and school as we work together to guide and support our student in their development of positive character traits. (See Code of Conduct for additional details.)

The development and encouragement of good student behavior and citizenship is a coordinated effort by students, parents, teachers and administrators. Courteous and appropriate behavior is reinforced in school, on the playground and while riding the school bus. Good behavior includes respecting others, acting safely, and obeying the school rules. The teachers and the administration will address inappropriate student behavior. Please refer to Board Of education Student Discipline/ Code of Conduct 5600 Policy. Progressive discipline is used.

The school district's Board of Education HIB (Harassment, Intimidation and Bullying) Policy 5512 is also available in the Main Office, on the district's website, and in our Code of Conduct Handbook. The Board

prohibits acts of harassment, intimidation and bullying. The guidance counselor is our HIB building based specialist. If you have any questions or concerns, do not hesitate to contact her directly.

504

If your child may be eligible and require accommodations as defined in Section 504 of the Rehabilitation Act of 1973, please contact the 504 Coordinator, Yvonne Orlando.

AFFIRMATIVE ACTION

The district's policy reflects non-discrimination on the basis of race, color, creed, religion, sex, ancestry, national origin, social or economic status, or handicap in its programs, activities or employment policies. Please refer to the Board of Education Affirmative Action Program for School And Classroom Practices Compliant Procedure Policy 2260.

BOE POLICIES

The policies and regulations for the Florham Park School District are located on the website (www.fpk.org). If you do not have access to a computer, please contact the main office and we will make a copy of any policy requested for you. Please refer to them for any additional details or feel free to contact the principal.