

2024–2025 Lower School Family–Student Handbook

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Welcome!

Welcome to Country Day; we are thrilled that you and your children will be spending the academic year with us, and we look forward to partnering with each of you to ensure a wonderful year of growth, learning and joy ahead! This handbook is designed to share our school policies and procedures with you; please take time to familiarize yourself with the ins and outs of our school and don't hesitate to reach out with questions or concerns.

Bill Mulcahy (Head of Lower School), Rebecca Patterson (Early Childhood Director, JK-1st grades) and Lori Mahaffey (Director of Studies, 2nd-4th grades)

Mission

Through excellence in education, Charlotte Country Day School develops the potential of each student by fostering intellectual curiosity, principled character, ethical leadership, and a responsibility to serve.

Key Values and Commitments

Educational Excellence

We develop a love for learning by discovering and celebrating each student's abilities and talents through engagement with exceptional teachers in distinctive academic, artistic, athletic, and extracurricular experiences.

Character

We instill and expect integrity, honesty, moral courage, personal accountability, and compassion for others.

Community

We respect each individual, embrace diversity, and value the relationships uniting us as a school and connecting us with our local and global communities.

Service

We empower our students to address social, environmental, and global issues and to realize the obligation and value in giving of themselves for the public good.

Affirmation of Community

Charlotte Country Day School is committed to living as an authentic, inclusive community. Our pursuit of this commitment to community recognizes and affirms the richness brought by difference and discovered through commonality. Our pursuit of this commitment manifests itself in these ways:

- Building and sustaining a community diverse in membership.
- Acceptance and respect for differences in age, gender, race, ethnicity, religion, culture, sexual orientation, ability, physical attributes, and socioeconomic circumstances.
- Curriculum which equips students to think critically, to act respectfully, and to show sensitivity to the needs and feelings of others.
- Curriculum which educates for the future and which prepares students for participation in local and global communities.
- Faculty and staff who know and affirm each individual child, who actively seek to understand and appreciate perspectives different from their own, and who model for their students the valuing of diversity.
- Accountability for behaviors which convey disrespect as well as courage and trust
 to acknowledge and grow from missteps and misunderstandings in our personal
 interactions within our diverse community.
- Inclusive school events which seek to create shared experiences, fellowship, and understanding.
- School culture and climate which allow each member to feel valued and affirmed and thereby promote belonging and foster community ownership.
- Awareness that living in community and embracing diversity are an active process, a continual journey which engages us in personal and institutional self-assessment, reflection, and openness to growth and change.

Statement of Commitments

As a school, our commitment to your family is to:

• Foster an inclusive community and expect from all community members (students, parents, faculty, staff) an appreciation of and responsibility for respecting, affirming and protecting the dignity and worth of each individual.

- Build family-school partnerships that are based on mutual respect, shared commitment to collaboration, open lines of communication, and adherence to the school's mission and key values. Teachers and administrators are accessible to parents and model candid and open dialogue.
- Provide a rigorous, research-based and developmentally appropriate curriculum
- Seek and value parents' perspectives on students
- Keep parents well informed through systematic reports, conferences, publications, and informal conversations.
- Enforce standards of student behavior in a fair, firm, compassionate and learning-focused manner
- Offer a variety of ways for parents to be involved in the life of the school, including parent education opportunities and effective ways to support the learning process
- Respect confidentiality and a student/family's right to privacy

As parents, your commitment to Charlotte Country Day School is to:

- Foster an inclusive community and respect, affirm and protect the dignity and worth of each individual.
- Build family-school partnerships that are based on mutual respect, shared commitment to collaboration, open lines of communication, and adherence to the school's mission, key values and Affirmation of Community.
- Share relevant information about your child with his/her teachers/administrators, including any personal, religious, cultural or medical information that will help us better serve your child and your family
- Seek information from the school when concerns arise and communicate openly, constructively and directly to the teacher, staff member or administrator closest to the issue. Maintain appropriate confidentiality.
- Support the school's policies, procedures and mission
- Seek and value the school's perspective on the student and respect the expertise and professionalism of the faculty
- Involve selves in the life of the school

Statement of commitments incorporates *Principles of Good Practice* from the National Association of Independent Schools (NAIS).

School Hours

	Start	<u>Dismiss</u>
Junior Kindergarten	8:00 am	1:15 pm
Kindergarten	8:00 am	2:00 pm
Grades 1 and 2	8:00 am	2:50 pm
Grades 3 and 4	8:00 am	3:05 pm

Morning Wait

Any child arriving between 7:15-7:45 must go to the Lower School Dining Hall for Supervised Wait. When dropping off at the Carmel Road carpool line, **do not block the carpool line waiting for the 7:45 arrival.**

Arrival

Arrival is between 7:45-8:00. All students should be in the classroom and ready to begin at 8:00 am. Students arriving after 8:00 must be walked to the Lower School Office to sign in. They must then be walked to the appropriate classroom.

For the safety of our students, the back gate (Fairview entrance) is locked during school hours. It will automatically be opened and closed for carpools during the following hours:

Open	Closed
7:00 AM	8:10 AM
12:50 PM	1:35 PM
2:30 PM	3:05 PM
4:00 PM	7:30 PM

Early Dismissal

For your child's safety, a note from home is required for early dismissal. Students must be signed out in the Lower School Office and then picked up from the classroom. If the student returns, an adult must sign the child back in and walk him/her to the classroom.

Late Pick Ups

If a child is not picked up 10 minutes after dismissal, the child will be taken to the Extended Day Program, and the family will be charged accordingly.

Changes in Pick Up Procedures

Parents must send a note with the child stating temporary arrangements. The parent should also note the carpool driver of any changes as needed. If a change occurs during the school day, contact Cindy Kridler at 704-943-4645, and she will deliver the message to the classroom. Do not text or email a carpool change to the classroom teachers on the day of the change; teachers are not expected to check emails during their instructional day, so changes may not be received in time for carpool.

Tardies and Absences

If your child is absent or tardy, please notify your child's teacher and complete the Lower School attendance form on BucsNet.

Tardiness

Instruction begins promptly at 8:00 am, meaning that children should be in their classrooms at 8:00. If a child is not in his/her classroom, he/she will be marked absent and a parent will need to sign him/her in at the Lower School office with Cindy Kridler and then walk him/her to the classroom. <u>Ten tardies or more per year are considered excessive</u>, and families will need to speak with the Head of Lower School to put a plan in place for addressing the issue.

Absence Policy

Recognizing the importance of school attendance to learning, we ask that you make every effort to schedule family vacations when school is not in session. If your family has a special event that cannot be rescheduled, please alert the teachers and Head of Lower School. While it is not possible to replicate the learning experiences for your child, teachers will provide appropriate make-up work for students upon their return. In the

event of an absence due to illness, teachers will make every effort to assist the student in making up written assignments, etc. when s/he returns to school.

- Excused absences include: illness or injury, quarantine, death in the immediate family, medical/dental appointments or religious observances.
- Arrivals after 11:00 am count as absences.
- An accumulated amount of unexcused absences over 10 in a school year will be considered excessive and result in a meeting with the Head of Lower School to address the issue.
- Excessive absences and/or tardies may result in a contract hold or grade retention.

Illness: For the safety of all of our children, a child may not return to school until free of vomiting, fever and/or diarrhea for 24 hours. Any child returning prior to that will be sent home immediately with no exceptions.

Carpool Guidelines

The following rules are designed to ensure the safety and health of our community members and will be strictly enforced.

For the safety of all students, all children in carpool must be picked up curbside in the carpool line.

- 1. We have a **NO IDLING** policy. If you need to arrive early, wait or leave your car for any reason, you must park in the Visitor Lot (left of Levine).
- **2. NO CELL PHONES are allowed during carpool**. Cell phones must be turned off until you have left the Country Day parking lot.
- 3. Please have your carpool nametag hanging from your mirror EVERY day at pickup. Also, please remain in the carpool line and pull forward with the traffic flow to the exit. For the safety of our children, DO NOT pull sideways out of the carpool line.
- 4. Adults picking up children should not motion or signal their children to cross lanes of traffic to get in the car. All picks-ups and drop-offs must be at the curb.
- 5. All children should remain buckled in their seats until they exit the car.
- 6. Double parking is prohibited.
- 7. Please refrain from bringing family pets on campus.

Carpool Locations

Morning Drop-Off:

Free Early Supervised Wait is provided in the Lower School Dining Hall starting at 7:15 am

Doors open for drop-off at 7:45 am, and volunteers will be on site to open doors and direct your child to the classroom.

- **JK/K:** located off Fairview Road
- Grades 1-4: located at main entrance on Carmel Road

Afternoon Carpool Pick-Up:

- **JK (1:15 pm):** Fairview Road Entrance. Please note: any child not picked up by 1:25 pm will be taken to paid Extended Day.
- **Kindergarten (2:00 pm):** Fairview Road Entrance. Please note: any child not picked up by 2:10 pm will be taken to paid Extended Day.
- **First Grade (2:50 pm):** Fairview Road Entrance. After you enter campus, turn right and proceed to the 2 furthest lanes of the parking lot, keeping the bus lanes open. Please see maps. You will be directed as to when to pull up to the curb. After picking up your child, please remain in the carpool line and exit as directed. Please note: any child not picked up by 3:00 pm will be taken to paid Extended Day.
- **Second Grade (2:50 pm):** Main entrance on Carmel Road. After you enter campus, turn right and proceed to the 2 furthest lanes of the parking lot, keeping the bus lanes open. Please see maps. You will be directed as to when to pull up to the curb. After picking up your child, please remain in the carpool line and exit as directed. Please note: any child not picked up by 3:00 pm will be taken to paid Extended Day.
- Third Grade (3:05 pm): Main entrance on Carmel Road. Please note: any child not picked up by 3:15 pm will be taken to paid Extended Day.
- Fourth Grade (3:05 pm): Fairview Road Entrance. Please note: any child not picked up by 3:15 will be taken to paid Extended Day.

Reminder: Younger children in carpools with older students will be escorted to and picked up at the location of the OLDEST CHILD in carpool (i.e. 1st grader and 4th grader riding together will be picked up at the 4th grade location).

Please Note the Times Above. Please DO NOT get in carpool line earlier than the dismissal time as the dismissal times are staggered to accommodate all the cars. If you arrive early, you will be asked to circle and park in visitor parking.

Carpool maps will be available on BucsNet. Please pay attention to the signs on campus lots regarding carpool.

Inclement Weather Policies

School Closings

Decisions to close or delay opening of school due to inclement weather are made jointly by the heads of Charlotte Country Day School, Charlotte Latin School, Providence Day School, and Charlotte Christian School before 6:00 a.m., when conditions clearly warrant. These decisions are based on the sharing of individual school surveys of school neighborhood conditions/bus routes, information gathered from weather services and, if needed, transportation and street maintenance departments. CCDS families commute from neighborhoods throughout Charlotte and from cities one or more hours away. When a judgment is made that school can be open during inclement weather, the final decision on whether a student attends school or drives to school rests with the parents. Should inclement weather force school closings, we will:

- Activate the school's emergency telephone "broadcast" system to send a recorded voice message and text message to phone numbers listed in our directory.
- Post this announcement by 6:00 a.m. on the CCDS Website (charlottecountryday.org).
- Report announcements of closing to major local television and radio stations.
 With a high volume of announcements reported to media stations, the actual broadcast of specific school information may not occur quickly. Specific station Websites (such as wbtv.com) will contain information immediately.

Early Closing of School

Should hazardous weather conditions develop while school is in session, announcements of school closing will be communicated the same way as listed above. We request that parents rely on these announcements, rather than telephone the school and tie up lines needed for emergency communication. We also request that parents discuss with their children family transportation and prompt pick-up plans for days when weather conditions may force an early school closing. On such days, faculty members will remain on campus in key locations until all students have departed. All Lower School students who are not picked up at the classroom prior to, or at dismissal time, will be brought to Claudia Watkins Belk Hall and will wait by grade levels for their parents/carpools. The following classrooms will be used:

• JK and K – Mr. Nicoletti's Room

- 1st Grade Mrs. Hester's Room
- 2nd Grade Mrs. Williams's Room
- 3rd Grade Mrs. Lynch's Room
- 4th Grade Mr. Jarrett's Room

The Extended Day Program <u>will not</u> operate when school is closed due to inclement weather.

Delayed Openings

Each of our schools attempts to avoid delayed school openings because of the complicated impact on family, work, childcare, and transportation schedules. If it is determined, however, that a delayed opening is in the best interest of our students and faculty/staff, the start of the school day will be delayed by two hours and classes (JK-12) will begin at 10:00 a.m. Busses will run their usual morning routes, though pick-up times will be two hours later than usual. Supervised Morning Wait will begin at 9:15. A delayed opening will not impact any end of the school day or normal after-school activities, such as Extended Day or athletics.

Extended Day and Coordinate Programs

Country Day provides a multifaceted afterschool program for students that is fun, flexible and convenient. Families may sign up for particular Coordinate Programs, enroll in Extended Day Programs for the full year or use Extended Day on a drop-in basis as needed.

Morning Wait

For your convenience, we provide a morning wait program every morning from 7:15-7:45; it is free of charge. Students are dropped off on the sidewalk in front of the Lower School Office, and they walk to the Dawson Dining Hall, in the Lower School Cafeteria. At 7:45, they will be taken to their respective classrooms.

Afternoon Extended Day

The Extended Day program offers homework time, organized activities and supervised play time. The afternoon sessions of Extended Day begin at the end of the child's regular school day, with a choice of dismissal times from 3:15-6:00 pm.

1. Families can enroll their children from 1-5 days per week on a monthly basis. Children who attend the Extended Day Program under contract can attend ONLY on those contracted days. No one is permitted to switch days during the week.

- Parents must call the office (704-943-4702) to add or delete days on a permanent basis.
- 2. Families may elect to attend the Extended Day Program on a drop in basis. To do so, please utilize the Drop In Request Form on BucsNet 24 hours in advance. Parents will be billed by the Finance Department when students attend the Extended Day program on a drop in basis. Full day programs on professional and conference days are only offered to students enrolled in the Extended Day program on contract. Parents will be notified when to register for these days and will be billed by the Finance Department. On conference days, we do offer a separate drop-in program; parents will be notified when to register and registration is on BucsNet.
- 3. Our Lower School students in Extended Day will be housed in the Brock Center for Extended Day in the Hance Lower School Learning Center.
- 4. All parents/students MUST sign out before leaving.
- 5. After a 5 minute grace period, parents will be charged \$10 for every 10 minutes after the pick-up time or fraction thereof. This is payable at the time of pick up.
- 6. Pick up from the Extended Day program is in the carpool line located on Buccaneer Blvd outside the Extended Day Office. Contact the Extended Day office at 704-943-4702 for pick up arrangements. Pick-up changes must be made 24 hours in advance.

For questions about the Extended Day program, please contact Elise Ernette (Director of Extended Day) at elise.ernette@charlottecountryday.org or see the BucsNet page for more guidelines and information.

Afternoon Enrichment/Coordinate Programs

In addition to Extended Day, we offer after school enrichment classes through our Enrichment Programs, which allows students to "go deep" in an area of interest. Families can select from classes scheduled once per week for several weeks or concentrated classes offered daily for shorter periods of time. Classes are offered based on student interest and cover everything from science, math and technology to sports, arts and music. Fall classes run from Sept-Dec., and winter and spring classes run from Jan-April. Please see BucsNet for a complete list of offerings.

For questions about the program, please contact Jocelyn Purdie (Director of Enrichment Programs) at jocelyn.purdie@charlottecountryday.org or 704-943-4648 or see the BucsNet page for more guidelines and information.

Communication

Country Day believes that a strong home-school partnership is important to ensure the learning, growth and wellbeing of our students. Partnership is rooted in good communication, and Country Day expects respectful, thoughtful and ongoing communication on both ends.

- All parties should communicate concerns openly, constructively and directly to the individual (teacher, staff, administrator) closest to the issue first before involving supervisors, unless there is an issue of student safety.
- All parties should be thoughtful about the communications they send and choose
 the appropriate time/mode. We discourage sending text messages to teachers'
 personal cell phones, except in the case of an emergency.
- Teachers check their email and classroom phone messages at the beginning and end of each work day (7:30-3:45 each day). All messages will be returned within 24 hours.
- If you have immediate needs and/or carpool changes that need to be communicated during the day, please contact Cindy Kridler at 704-943-4645. Classroom teachers are busy with children, and it is difficult for them to respond during instructional time.
- Except for emergencies, please do not expect a teacher to return communications after 5:00 or on weekends/holidays. For the health of our staff, we encourage them to have a balanced life and use their work time to meet the needs of our school community.

Seesaw

Seesaw is a communication tool, regularly used in JK-3rd grade, that allows for teachers to share with parents, through pictures and text, students' learning. The purpose of Seesaw is to provide families with real-time information about the learning happening in classrooms across the school so that they can be true partners in their child's education. The school will provide information to school families on how to use Seesaw, and families will be notified in real time when work or any other information has been added.

Report Cards

The lower school has three trimesters (fall, winter and spring). In JK-4th grades, families receive the first two classroom report cards during parent-teacher conferences, and the final report card can be accessed online on Veracross. Special Area teachers, with the exception of PE, report in the winter and spring report cards. In the lower

school, report cards consist of a detailed inventory of social emotional skills, work habits and academic skills/understandings for each grade level. The goal of report cards is to clearly communicate areas of strength and areas of growth for each child, and to show each child's progress towards end-of-the-year benchmarks. Families are encouraged to communicate any concerns directly with the classroom teacher at any point during the school year.

Conferences

Conferences are designed as an opportunity for families and teachers to partner together to ensure each child's success and to share information around each child's goals, progress, strengths and challenges. Four conference days are provided each school year: two in the fall and two in the spring. Parents are expected to attend conferences and can sign up for their times online after Parents' Night. Each family is designated one conference slot. If a parent cannot attend the conference due to a work conflict and/or vacation, the report can be accessed online and families can set up a time for a follow up phone conversation. We cannot guarantee that we will be able to provide a make-up conference date.

Lower School Dress Code

As a community, we believe that cleanliness, neatness and simplicity of dress and appearance are important. We believe that attire or appearance should not be such a preoccupation as to detract from students' learning or their peers. Clothing must be neat, clean, and in good repair. Dress up and theme days will be addressed individually by classroom teachers. Please follow the guidelines below:

- **Shirts and Tops:** All students must wear collared shirts, turtlenecks or mock turtlenecks with the exception of dresses and blouses/knit tops, which do not need to be collared. T-shirts are not permitted, except on "Spirit Fridays". No writing of any kind is allowed on tops (with the exception of small manufacturing logos). Sweatshirts worn over tops may have writing on them (team names, universities, etc.), provided the writing is appropriate.
- Pants, Skirts and Dresses: The length and tightness of bottoms should be appropriate for daily school activity. Students may wear dresses, jeans, shorts, corduroys or slacks; athletic wear is not allowed, with the exception of sweatpants for JK-1st grade students. When appropriate for recess and PE, dresses, skirts and tunic tops should have shorts or leggings underneath to allow movement.
- **Shoes and Accessories:** Gym shoes must be worn daily unless it's a dress up day. Hats are not allowed inside. However, they may be worn for warmth/sun

- protection on the playground. Accessories should not interfere with play or physical education classes.
- **Rainy Weather:** Please provide a raincoat to be kept at school or in the student book bag. Umbrellas are not allowed.
- **Wearable Technology:** Wearable technology that can be used for texting/calls/internet browsing/ etc. is not allowed to be worn at school and must remain home or in student backpacks. Teachers will address concerns with individual students/families as they arise. <u>Please note</u>, <u>phones are also not permitted at school and must stay in backpacks as well</u>.
- "Spirit Fridays": To encourage school spirit and pride in our school, students will be allowed to wear t-shirts on Fridays. On these "Spirit Fridays," students will be encouraged to wear Country Day shirts or green. Other than the t-shirts, students are expected to otherwise be in dress code (so no athletic shorts). Exceptions will be special dress down days (where they will be permitted to wear athletic shorts), and special events on Fridays like Convocation and Grandparents and Special Friends' Day (where they will be in regular dress code or dressier).

Homework Policies

Homework is designed to reinforce classroom learning, to keep families informed and involved in units of study, and to help students develop good learning/study habits. As students progress through the grades, the amount of homework increases at a developmentally appropriate rate. Teachers at each grade level collaborate to help students spend a reasonable amount of time on homework and to make sure that major assignments are appropriately spaced. If your child is experiencing difficulty or frustration with his/her homework, please contact the child's teacher in order to review current homework routines and to establish strategies to assist the student. Some of the purposes homework serve at Country Day are to:

- Give students additional practice with and reinforcement of concepts, skills, and content studied in class
- Provide students with the opportunity to reflect on their learning and make their knowledge personal
- Nurture a home-school connection around what students are studying in class
- Allow students opportunities to practice time management and study skills

It is critical that all assigned homework is completed daily, and we recommend that parents provide:

- a regular time for homework completion
- a comfortable work space
- appropriate school supplies

Time Spent on Homework:

Grade	Suggested Time
K	10-20
1	20-30
2	25-35
3	35-45
4	45-55

It is important to note that the times suggested refer to "on-task," undistracted, focused time, and so it may seem longer if a student chooses to multi-task or take lots of breaks! It's also important to note that students do work at different paces, and some may choose to spend more than the allotted time; the number is simply a guideline. Teachers will partner with the learning specialist and families to make appropriate accommodations to the homework for students with documented needs. Students and families should consult with their teachers if students are spending significantly more or less than the allotted time.

Teachers do not assign work to be completed over Thanksgiving, winter or spring vacations or religious holidays. These days are reflected on <u>page two of the 2024-25</u> school calendar.

The Parent/Guardian Role:

Parents/guardians can support their children at home by providing a quiet place and a regular time for students to complete homework. They should also encourage their children to devote time each day to recreational reading. While families are encouraged to facilitate the completion of homework, they should not teach the content. If a student requires significant support with the content, it may be a sign that the assignment is too difficult, and parents/guardians should contact the teacher.

Playground Rules

Country Day is committed to educating the whole child, and recess is a critical time for students to learn and practice social skills, to engage in physical activities, to interact

with the outdoor environment and to have downtime. As a school, we value childhood and play, and recess is a critical time for kids to be kids. The following are age-appropriate rules for playground play:

- Children must wear gym/tennis shoes on the playground.
- Children are expected to obey all directions given by supervising adults.
- Students must be supervised by an adult on any play areas.
- Students are expected to follow agreed upon game and equipment rules.
- Students should model respectful, positive and considerate social skills.

We do not have students sit out or miss recess as a punishment. The only exception is when students are playing in a manner that is unsafe for them and their classmates. Teachers will establish more detailed guidelines with their classes as issues arise.

All playgrounds are closed to families and visitors during school hours (8:00 am- 6:00 pm, Monday-Friday).

Lunch

A 30 minute lunch is scheduled for JK-4th grade classes. Students in JK eat lunch in their classrooms. Students in K-4 and teachers are allowed to select foods from a hot or cold lunch menu. Daily menus are found on *Bucs*Net. Guidelines are established to ensure a safe and enjoyable eating experience for all.

- Lead and assistant teachers are required to attend lunch with their students.
- Faculty monitor their class' behavior during lunch.
- Children are expected to remain at their seats throughout the lunch period.
- ID cards may not be loaned to anyone else, nor may students share lunch. You will be billed and responsible for any charges made on your child's card.
- Each student may purchase only one dessert. Students allergic to milk or juice may have water or bring a drink from home.
- Every child is responsible for cleaning the area around his/her seat as well as properly disposing of trash and trays.

Student Conduct/Discipline

Country Day's philosophy regarding discipline is derived from its mission statement, and guiding values, and Lower School Core Values (We Are Kind, We Work Hard, We Respect Others, We Are Brave). Embedded in these principles is the idea that discipline is rooted in respect for the individual; in a nurturing approach to helping students

become empathetic, kind, responsible members of an inclusive learning community; and in a commitment to each child's social and emotional growth. Teachers at Country Day work purposefully to build classroom cultures based on respect, understanding, empathy, kindness and joy. At the start of the year, teachers work with their classes to establish developmentally appropriate rules and guidelines and to help them understand both the benefits and responsibilities of being a member of the community. At Country Day, it is the responsibility of all adults in the community to model and define respectful behavior for the children and to hold them (and ourselves) to a consistent standard.

Breaches in the community rules are viewed as learning experiences. Teachers and/or students discuss appropriate consequences for behaviors that run counter to the tenets of Country Day. These consequences should be logical and designed to teach, not to punish, and often involve a loss of privilege or a calm down break. Teachers may also involve the counselor, lower school administration and families of those students whose behavior warrants closer guidance and more frequent monitoring through individual contracts, behavior plans or daily/periodic reporting to parents. Working closely with parents in a collaborative and trusting manner is essential for supporting student growth. If, after a series of interventions, the student's behavior does not change and remains disruptive to the learning environment, it may be necessary to consider excluding the child from the classroom or particular activities until the appropriate strategies/support are in place. In the case of persistent problems, students may be counseled out; such decisions are rare and involve the Head of School, the division head, teachers and parents.

Country Day follows this general process for dealing with ongoing behavioral issues, though depending on the severity of the situation, steps 2 or 3 may be invoked without moving through the first steps:

Step #1

Teacher/Student conversation, Teacher/Parent conversation, and logical consequence When a child exhibits a pattern of problematic behavior, the teacher will identify the behavior with the child, communicate the behavior to his/her parents/guardians (as is fitting), and design a logical consequence for the behavior with the child.

Step #2

Head of Lower School/Parent conversation

If the pattern of problematic behavior does not improve after Step #1, the teacher will inform the Head of Lower School that the child is continuing to break the community rule. They will then confer with the parents/guardians of the child to discuss both the behavior and ways of effectively communicating to the child that a breach in the community rule will not be tolerated. Parents, teachers, and the Lower School Administrative team will work together to follow through with any action plan established during this meeting.

Step #3

At-home reflection

If a similar negative behavior recurs after Step #2, the child will spend time at home reflecting on his/her actions. Then, the teacher, the parents/guardians, the child and the Head of Lower School will meet to reestablish expectations and develop a plan to ensure success. Sometimes, a child will go home immediately after an incident to reflect on his/her behavior. Other times, the meeting will be held the day following an incident, and the child will not return to school until an action plan has been created. In all instances, Country Day's priority is to support the child.

Policy Against Bullying and Harassment

Bullying is defined as repeated, deliberate behavior or activity engaged in by one or more students against another, causing fear, harm or humiliation. It may take many forms, including:

- Verbal bullying: ongoing and targeted belittling, threatening or name-calling
- Physical bullying: ongoing hitting, kicking, punching, etc.
- Relational bullying: excluding, isolating, spreading rumors, etc.
- Cyberbullying: sending threatening or cruel messages utilizing social media, texts, etc.

Bullying is always a serious offense, as it interferes with a child's right to a safe and supportive learning environment. Students involved in bullying behaviors will meet with the Division Head to discuss the alleged behaviors and determine the appropriate consequences. Parents will be informed of the behavior and the consequences. If behaviors persist, the Division Head, classroom teacher, parents, school counselor, and when appropriate, Head of School, will meet to devise an appropriate response. This includes loss of privileges, behavior plans, suspension or expulsion. Please note that digital choices made outside of school that directly impact Country Day students, and learning at school, can result in disciplinary actions at school.

Country Day is committed to affirming and valuing every member of our community, without regard to gender, race, color, family structure, sexual orientation, ability, religion or any other personal or family trait, behavior or belief. As such, the school views behaviors that run counter to that mission as a serious discipline infraction, as they interfere with students' work/performance by creating an intimidating, hostile or offensive learning environment. All allegations of harassment will be investigated by the Division Head (or when appropriate Head of School) and appropriate disciplinary action will be taken. We expect all members of our community- families, faculty, staff and students- to demonstrate conduct consistent with this policy and with our mission.

Technology and Internet Use Policy

In the Lower School, we are committed to providing students with developmentally appropriate access to technology in a scaffolded environment. This allows students to explore, and, predictably, make mistakes in order to grow and learn-- all within the context of a protected environment and with adult supervision and oversight. In order to ensure each child's safety, we use website filters and tracking logs to safeguard your child as much as possible from inappropriate or harmful content, and we consistently monitor technology use (including emails). Respectful and mindful use of technology is also embedded within our curriculum. We use a framework developed by Common Sense Media that covers the following learning strands: internet safety, privacy and security, relationships and communication, cyberbullying, digital footprints and reputation, self-image and identity, information literacy and creative credits and copyright. We have also partnered with the Social Institute to, in 4th-12th grade, to strengthen our Digital Citizenship work and be responsive to emerging challenges and educational opportunities related to digital decision-making.

Students in kindergarten-2nd grades have access to classroom sets of iPads, and students in 3rd-4th grades have individual iPads. In addition, students in 3rd and 4th grades will be provided Country Day emails in order to login to school-supervised online programs. Beginning in 4th grade, students use their school-provided email to access the Google Suite. We expect all students to follow the responsible use policy below. Students will:

- Use the web only while under adult supervision
- Use only credible websites approved by teachers
- Use only tools provided by the teachers and not download any additional resources without teacher permission
- Use their school email appropriately for school use
- Credit sources
- Operate safely on the web or on online apps
- Demonstrate empathy, integrity and respect online
- Report any unsafe, inappropriate or unkind usage

Failure to follow these policies will result in loss of privileges or additional consequences as needed.

Bus Behavior Expectations

On the first day of school, the Head of Lower School will meet with all bus students to go over rules and procedures that ensure the safety of each child. Please help reinforce the following behaviors:

• Students should learn their bus driver's name (*Mr. or Ms. _____).

- Students should greet driver upon boarding the bus and thank driver upon departing bus.
- Students should sit or stand quietly while waiting for the bus to arrive.
- Students should follow the bus duty teacher to buses in an orderly line.
- It is the student's responsibility to ride the bus in such a manner that the bus driver can stay focused and drive safely.
- Students should remain seated at all times while on the bus.
- Students should fasten their seatbelts and put bookbags under the seat in front of them prior to the bus moving.
- Students should talk quietly to their seatmates.

Student Information and Access for Custodial and Noncustodial Parents

The school asks the cooperation of separated or divorced parents in supporting this policy on sharing school/student performance information and on releasing students from the school campuses:

Charlotte Country Day School welcomes appropriate involvement by custodial, non-custodial, and step-parents in the education of their children. We recognize that the student's welfare is our mutual concern. Communications generated by the school (e.g., grade reports, teacher comments, standardized test scores, general mailings) will be distributed to the custodial parent. Furthermore, the school will also distribute the aforementioned communications to step-parents and the noncustodial parent alike, unless an order of the court or other legally binding document prohibits this sharing of information.

Similarly, both natural parents (as well as step-parents) will be granted permission to visit the student on school grounds or during school-sponsored trips. However, the school may make exceptions to this policy in order to comply with legal documents. In particular, the school must receive specific authorization signed by the custodial parent or from a court of law regarding the removal of a student from the school campus by anyone other than the custodial parent. The school will assume that a child may leave the school campus with either the custodial or noncustodial parent, unless otherwise directed by a signed written agreement or order of the court.

Any written authorizations or documentation regarding access and visitation should be presented to the appropriate Division Head for Lower, Middle, or Upper School. This information is requested and the above policy is formulated to protect the rights of both the student and the parents.

In order to assure that all parents are receiving the same information from classroom teachers, families are offered <u>one</u> conference time per child per grading period.

Birthday Parties and Social Guidelines

At Country Day, we know how important birthdays are to our children, and we find ways to celebrate and acknowledge each child throughout the year. Please check with the classroom teachers about how they honor birthdays in their classroom. Note that we do not have students bring in birthday treats to school for student birthdays.

While students' social activities and parties are personal matters, any given social event may either positively or negatively affect classmates. Parents should use these occasions to help students learn social responsibilities. The following guidelines are provided to help families navigate these occasions:

- For parties, we recommend that families include either the whole class or substantively less than half the class; if you are hosting a single-gender party, please follow the same guidelines.
- Students should not give out verbal or written invitations at school for outside-of-school celebrations unless ALL classmates are invited.
- Be mindful of others' feelings when arranging playdates, special excursions, etc. in which students are picked up from school. Please be discreet to avoid hurt feelings.
- Do not use limousines for school pick-ups.
- Gifts should not be distributed at school.

Holidays and Celebrations

Students and families of all faiths/backgrounds are encouraged to share their holidays/celebrations with the school. There are several holidays and special occasions that are formally observed by the school and have established policies/practices regarding their celebration.

Library

• **Library Hours:** The library is open from 7:45 am – 3:30 pm Monday through Thursday and 7:45 am - 3:00 pm on Friday. Students must be supervised after library hours at all times by a parent, guardian, tutor, or teacher.

- **Access:** Students may use the library any time during library hours with permission from their teachers.
- **Book Check-Out:** All Junior Kindergartners and Kindergarteners may have two books checked out at a time. First through Fourth graders may have three books checked out at a time. Parents/Guardians may have ten books checked out at a time.
- **Length of Check-Out:** Materials may be checked out for two weeks for all students and parents. If the materials are needed longer, they can be renewed by request to a librarian.
- **Holds:** Students may request that books be placed on hold. When a book becomes available, the student will be notified through their teacher.
- **Overdue Books:** Overdue books count towards a student's book limit. As such, it is our hope that they will return them promptly upon completion.
- **Fines/ Replacement for Lost Books:** There are no fines for overdue books. However, should a book be lost or damaged, the charge for the replacement cost will be placed on the student's account. Books that are overdue by three or more months will be assumed lost and families will be billed.
- **Family Visits:** Families may visit the library anytime during library hours and are encouraged to check out books for all family members.

Lost and Found

Children are notorious for leaving personal items around campus. For this reason <u>label</u> <u>all clothing, lunch boxes, and belongings</u> with your child's LAST name, so they can be returned to the rightful owner.

- Unidentified articles found will be taken to the Lost and Found Cupboard located outside of the Claudia Watkins Belk Hall on the playground side.
- Students and parents may check the Lost and Found for lost articles.
- Unclaimed articles that are not labeled with a child's name will be donated to local charities three times during the school year December, March and June.

Use of Phone

The students will be allowed to use the office phone only in an emergency situation. However, if a child forgets his or her lunch, the parent will be called. We ask that any socially oriented calls be handled outside of school. Lower School students are not allowed to have cell phones at school. Any cell phone found with a child will be held by the classroom teacher until picked up by a parent.

Student Health

Student safety is always our top priority, therefore it is essential that the school have adequate and accurate student health information on file at all times. Please refer to the Parent Handbook on BucsNet for further information about student health policies and procedures.

Fever/Illness

All students who have a fever of 100.4°F or greater, vomiting, and/or diarrhea may NOT attend school until they are symptom free for 24 hours and without fever reducing medication.

Medication (includes Prescription and Over-the-Counter)

Charlotte Country Day School has written policies and procedures to ensure safety and accuracy in providing medications for students at school.

- All medications must be administered by or under the guidance of a school nurse.
- All medications must be stored in a locked cabinet.
- Students are not permitted to remove medication from the cabinet nor take medication without supervision.
- The school nurse is responsible for ensuring that the administration of medication is properly documented, and that appropriate information is communicated to parents and school staff.
- At no time in the Lower School is a student to keep medication in his/her desk, or on his/her person.

If your child must have medication of any type (prescription or over-the-counter) given at school you may choose the following:

- Come to the Health Room at school and give the prescription medication to your child as prescribed by your doctor
- Come to the Health Room at school and give any over-the-counter medication to your child that they may need, OR
- Provide a Medication Authorization Form for both prescription and over-the-counter medications, filled out by a healthcare provider with complete instructions and directions for administration. This form MUST be signed by a health care provider AND a parent/guardian before any medication can be administered.

Parents are required to complete and upload all medical forms into Magnus.

Please be aware of the following:

- Prescription medication must be brought to school by the parent/guardian in a pharmacy labeled container with the child's name, dosage, and instructions. All medications must be up to date and NOT expired.
- A student who is permitted to carry and self-medicate with their inhaler, Epi-Pen, and /or insulin will also require additional forms that must be completed and signed by the health care provider and parent. Permission to carry medication and self-medicate is granted on a case-by-case basis by both the parent and the school nurse.
- The following over-the-counter medications are provided in the health room for students that have a complete Medication Authorization Form:
 - Acetaminophen: 80 mg chewable tabs, 160 mg/5 ml liquid, and 325 tablets
 - Ibuprofen: 100 mg/5 ml liquid, 200 mg tablets
 - o Benadryl: 12.5 mg/5ml liquid, 25 mg tablets
 - o Dramamine 50 mg tablet.
 - Antacid
 - o Cortisone 1% cream
 - Neosporin ointment
 - Calamine lotion
 - Throat lozenges & cough suppressant drops
 - Cetirizine (Zyrtec) 1mg/1ml liquid, 10 mg tablets- seasonal allergy relief
- Any other over-the-counter medications that are not listed above must be
 provided by the parent/guardian, in the original containers and labeled with your
 child's name. These over-the-counter medications must be added to the
 Medication Authorization Form in order to be administered at school by the
 school nurse.
- The Medication Authorization Form must be signed by the health care provider before ANY medication (prescription or over-the-counter) can be administered. Once the forms are uploaded in Magnus, the staff will be able to administer the medications to your child.

Things to Consider:

If your child takes medication in the morning at home, you may want to consider
putting this medication on the Medication Authorization Form in case your child
were to forget his dose and would need it at school. We are not permitted to give
medication that is brought to school by a parent if it is not on the Medication
Authorization Form.

Allergies

Allergies

Charlotte Country Day is committed to providing a safe environment for all its students, and we are aware that peanut/tree nut allergies are among the most common to the students we serve. While the school cannot guarantee that our campus is "nut free," we ask that members of our community help us to maintain as safe an environment as possible by refraining from bringing obvious nuts or nut products to campus for classroom use or other school related activities. Please be aware that some foods that do not contain obvious nuts may contain trace amounts of nuts that could also cause a severe allergic reaction.

We also ask that parents of students with severe allergies requiring medical treatment provide an Allergy Action Plan and an unexpired Epi Pen to the school nurse and/or athletics and Extended Day. Information derived from that action plan will be very important in helping provide as safe a school as possible.

Due to developmental conditions and differences, each school division (Lower, Middle and Upper) has specific guidelines and policies as it relates to preventing allergic reactions on campus. They work individually with families of students with allergies to provide as safe an environment as possible. If you have questions specific to your child's division, please contact your division head and/or division's nurse.

Lower School Dining Hall

Our dining hall is carefully cleaned and monitored; children may bring nuts/peanut products for lunch.

- No peanut butter that has not been prepackaged by the manufacturer is served in the dining hall.
- Peanuts and peanut products are not used in preparation of foods in the dining hall.
- All dining hall tables will be cleaned with the appropriate cleaner prior to and after eating.

Lower School Nurse Responsibilities

- Nurses notify all teachers of students with severe allergies. This information is updated as parents notify the school.
- Nurses train ALL faculty/bus drivers regarding administration of EpiPens and emergency medications, as well as being able to recognize and treat anaphylaxis.
- Bus drivers are informed of any children with severe medical needs who are on their bus routes, and all bus drivers are trained to recognize and treat anaphylactic students.
- Nurses provide teachers with emergency medications needed for students prior to leaving campus for off-campus activities.
- Nurses will track expiration dates for all medications, including EpiPens. Parents will be notified prior to expiration date in order to have valid medication at school.
- Children at severe risk for anaphylaxis will work with nurses, teachers and family to devise a plan for carrying their EpiPens when away from the classroom.

Family/Teacher Responsibilities:

- Teachers will review medical records for students in their classroom with allergies, complete training for EpiPen administration and be able to recognize and treat anaphylaxis.
- Only classroom teachers will give food to the children in their class. No other teacher, staff member or bus driver will give a student something to eat.
- Teachers will follow guidelines from manufacturers for food brought into the classroom.
- ALL parents are asked not to bring in any outside treats or foods for parties that contain ANY peanuts/nuts.
- Parents of children with severe food allergies are asked to provide safe prepackaged snacks to be kept in the classroom for their child.
- Children with severe contact peanut/tree nut allergies are not permitted to sit with other students who are eating peanut products or other obvious nut products without written consent.
- Children DO NOT share food that has been brought from home or served in the dining hall.
- Children will be monitored by the teachers while in the dining hall and when eating in the classrooms and on field trips.
- Children at severe risk will work with the nurses/families and classroom teachers to devise a plan for carrying an EpiPen when away from the classroom.

Concussion Policy

Charlotte Country Day School is committed to the safety of our students. The goal of concussion management is to uphold Country Day's academic standards while allowing an individual to fully recover as quickly as possible. The goal of this plan is to outline the steps that will be taken in the event of a head injury or trauma to a student.

Definition of concussion:

According to the Centers for Disease Control and Prevention ("CDC"), "[a] concussion is a type of brain injury that changes the way the brain normally works. A concussion is caused by a bump, blow, or jolt to the head. Concussions can also occur from a fall or blow to the body that causes the head and brain to move rapidly back and forth. Even what seems to be a mild bump to the head can be serious."

Signs and symptoms of a concussion:

Physical	Cognitive	Emotional	Sleep
Drowsiness	Difficulty remembering	Irritability	Sleeping more than normal
Headache	Difficulty concentrating	Sadness	Sleeping less than normal

Pressure in head	Confusion	Feeling more emotional	Difficulty falling asleep
Nausea	Feeling slowed down	Nervousness	
Fatigue	Feeling foggy		
Dizziness			
Sensitivity to light			
Sensitivity to noise			
Neck pain			
Ringing in ears			
Balance problems			
Visual problems			

Action Plan:

On campus head injury:

Head bumps are a common occurrence in children. In the event that a head bump or head injury occurs on campus and does not require emergency transport to the hospital, the student will be sent to the nurse's office for evaluation. The School Nurse will evaluate the student and monitor the student for signs and symptoms of a concussion as needed. If a student experiences one or more signs or symptoms of a concussion, their parents will be called and advised to have the student evaluated by a healthcare professional.

If no signs or symptoms are noted, the student will return to class and the parents will be notified to look out for signs and symptoms that may arise later. The nurse will communicate the restriction on physical activity to the student's homeroom teacher. Parents will be advised to observe the student for signs and symptoms of a concussion. The parent will be responsible for communicating to the school nurse the next day if any symptoms occur or if a concussion is diagnosed by a medical professional.

Off campus head injury in a school related event:

In the event that a head bump or head injury occurs off campus and does not require emergency transport to the hospital, the parents and school nurse will be notified, and the student should be

evaluated by the school nurse upon return to campus. If signs or symptoms are present, parents will be notified to pick up their child immediately.

If no signs or symptoms are noted, the student can remain at the event, but will not be permitted to participate in any strenuous physical activity for the remainder of the day.

Off campus head injury in a non-school related event:

For off campus non-school related head injuries, parents are responsible for making the school nurse and the student's homeroom teachers aware of a concussion diagnosis and the healthcare professional's instructions for management of care. This information will be shared with teachers, and administrators as needed to ensure the plan of care for the student is implemented effectively.

Returning to Class or Physical Activities After a Concussion:

According to the CDC guidelines, "a student with a concussion should NEVER return to sports, PE class, or other physical activity until a healthcare professional with experience in evaluating for concussion says the student is no longer experiencing symptoms and it is OK to return to play."

Returning to class:

Following a concussion diagnosis, students and parents should communicate any specific academic needs and challenges they are experiencing to the Lower School Administration and the student's homeroom teachers. An academic plan will be implemented based on the student's specific needs and the health care professional's recommendations on an as needed basis.

A student with a concussion diagnosis may be exempt from classroom assignments with a note from a healthcare professional. Otherwise, it is expected that the student will complete any missed assignments.

Returning to Physical Activities:

Parents are responsible, in consultation with medical professionals, for determining when a student with a concussion diagnosis is ready to return to Physical Activities. The School will ordinarily follow the instructions of a student's parents as to when the student can return to Physical Activities. The School, however, reserves the right to require medical clearance documentation from a healthcare professional before allowing the student to return to Physical Activities should it determine that the student still suffers from the aftereffects of a concussion.

^{**}Please refer to Health Policies on BUCSnet for updates or changes to policies**

Student Support

Counseling

The Lower School has two full-time counselors to assist in matters involving the personal growth and social adjustment of the students. Referrals may be made by teachers, parents, or the child. Parents are encouraged to contact the counselor if they have any concerns about the emotional development of their child. The counseling program consists of:

- Classroom Instruction
- Ongoing observations
- Short term 1:1 counseling of students or families as needed
- Outside referrals for ongoing counseling/support as needed
- Small group sessions and affinity groups
- Parent Education Series

Educational Resource Program

Research has shown that students learn in a variety of ways, and understanding and addressing those differences allows us to help each student reach his/her full potential. The Educational Resource Program at Country Day allows us to provide early interventions and support for our students so that they can build their confidence and skill in the classroom, while maintaining their love of learning. The ERP partners with families, administration and teachers to offer in-house support for students experiencing academic difficulty.

Tutoring

Any student experiencing academic difficulty may be referred for tutoring services. The ERP employs tutors at all divisions, and their services are available on campus during the day. All tutors are experienced and knowledgeable about the curriculum and program at Country Day and many have degrees in special education and/or specific training in literacy, math and language development. Tutoring sessions are \$70.00 per session, and families are billed through the Business Office. See BucsNet for more details.

Speech/Language and Occupational Therapy

In addition, speech-language screenings and therapy are provided for individual students who are recommended for these services through our partnership with Terrific Talkers.

Occupational Therapy screenings and services are provided through Southern Piedmont Pediatric Therapy Services. Both Speech-Language and Occupational Therapists contract with Country Day and set their own fees and communicate with parents directly.

Outside Tutors/Specialists

Parents may choose to use tutors or specialists outside of Country Day. Please refer to the following information for details regarding communication expectations with professionals outside of Charlotte Country Day School. If you choose to utilize an outside tutor, please follow the appropriate Country Day protocol below:

- Outside tutors are responsible for initiating communication with Country Day teachers or administration via email.
- It is the responsibility of the outside tutor to assess, plan, and set learning goals for your child.
- Communication must be limited due to the amount of time teachers spend planning, meeting and teaching to make the classroom experience at Country Day as meaningful and as impactful as possible.

When communicating with educational psychologists, therapists, neurologists, or pediatricians please follow the appropriate protocol below:

- All referrals for outside testing are made by the LS ERP Director, who can provide a list of professionals to whom we refer. The referral list is updated annually, and we recommend professionals based on their level of expertise, rapport with parents and students, and the quality of the assessments.
- If an outside professional requests that you have your child's teacher(s) complete rating scales, questionnaires or any other informational survey, please submit the requested form(s) to the LS ERP Director. The LS ERP Director will distribute, collect and send the rating scales, questionnaires, or other testing information directly to the appropriate outside professional.
- Please note that the questionnaires that teachers complete do not allow for much variation, and responses are based on classroom observations only. Parents generally are asked to complete the same type of questionnaire/survey as the teacher.

ERP Testing

If a child is struggling academically in the classroom, the ERP may recommend additional testing to help pinpoint areas of difficulty and strength in order to create a plan for growth. To identify these areas, the ERP may suggest the following:

- Classroom observations to determine the need for additional testing
- Administration of the *Woodcock-Johnson*, *Tests of Achievement* at Country Day at no cost to parents. This is solely used to help determine the best way to help students find success in the classroom. This test provides standardized norms, based on the student's age, and the results are shared with parents/teachers as appropriate. The test helps compare classroom performance with 1:1 testing performance and looks for consistency and/or variability in performance across academic areas.
- Recommendation of further psychoeducational testing (see below for more details)

Psychoeducational Testing

A psychological evaluation may be requested by the school when a student demonstrates significant and/or continuous academic struggles; it is expected that evaluation results will be shared with the school. Psychoeducational testing involves a variety of targeted tests, designed to assess cognitive, processing, and academic ability. The results yield a detailed learning profile of a student's strengths and challenges, and, when warranted, provides a specific diagnosis. Tests also provide helpful recommendations and accommodations for classroom support, interventions and resources. Country Day Testing will **only** be recommended through the ERP (not by individual teachers), and the ERP Director will provide each family with a list of professionals to whom we refer for evaluations. This list is based on professionalism, rapport with students, ability to interpret and explain results to parents and their skill at writing concise and thorough assessment reports. Additional details about the process are available online at BucsNet. Psychological evaluations must be updated every three years. An updated psychological evaluation or additional outside testing (e.g. neurological, language, behavioral, emotional) may be recommended prior to the three year policy if any of the following exceptions occur:

- a student exhibits significant changes in his or her academic performance
- a student exhibits significant changes in his or her behavior
- a previous evaluation is obtained by a psychologist not recommended by Charlotte Country Day

If a student is achieving success in the classroom without support or accommodations, updated psychological testing may not be required. For further details regarding updated testing, read the Psychoeducational Evaluation Report Policy available on BucsNet.

Accommodations and Modifications

For students with learning differences, accommodations are strategies that allow students to fully access the curriculum. They do not involve a lessening or change in academic standards. In fact, many are considered "best practice" in instruction and benefit all students (e.g. repeat directions, use technology for note-taking/assignments, use a cover page, etc.). Country Day has an approved list of accommodations, and the ERP will work closely with teachers, families and students to implement the appropriate accommodations in the classroom. Country Day does not allow for modifications to the curriculum (a lessening of standards or substantive change to what is being taught) with one exception: foreign language exemptions. Exemptions must be recommended and supported by assessment results of psychoeducational testing. In order for a student to utilize a recommended foreign language exemption, parents are required to discuss the impact and options of the exemption use and complete the foreign language exemption form, which requires review from the foreign language department head, ERP Director and the Division Head or Director of Studies.