

# OAK FARM MONTESSORI FALCONS

## ATHLETIC HANDBOOK 2020-2021

Oak Farm Montessori  
[oakfarm.org](http://oakfarm.org)

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**Oak Farm Montessori School's Mission:**

“To provide a Montessori environment that inspires children to reach their potential through meaningful work.”

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## I. INTRODUCTION

This handbook describes the rules, policies, procedures, and framework within Oak Farm Montessori School Athletic Department functions. The prospective student-athletes and their parents are required to review this handbook and sign the athletic contract. The development of an athlete is a constant, progressive, and evolutionary process. So too, is this handbook. Over the coming seasons, we will make additions and deletions, revisions and refinements as the program and the needs for our students require.

## II. PURPOSE OF OAK FARM MONTESSORI ATHLETICS

### **Purpose of Oak Farm Montessori Athletics**

With the Portrait of a Graduate as a guide, the purpose of OFMS athletics is to provide an enjoyable environment that challenges students to develop self-discipline, personal responsibility, tolerance, a spirit of cooperation, good citizenship, and a respect for rules and authority; and to instill in our students the principles of justice, fair play, and good sportsmanship while they gain an understanding of sport and its needed skills.

### **Portrait of a Graduate**

#### ***Life Long Learner***

*Engage and curious*  
*Critical thinker*  
*Problem-solver*

#### ***Leadership***

*Self-motivated*  
*Self-disciplined*  
*Compassionate*  
*Empathetic*  
*Collaborative*

#### ***Global Citizen***

*Civic-minded*  
*Social activist*  
*Optimistic*

#### ***Emotionally Literate***

*Self-confident*  
*Self-understanding*  
*Self-respect*  
*Always striving for self-development*  
*Optimistic and joyful*

### **Philosophy**

The philosophy of Oak Farm Montessori athletics is to provide an opportunity for a safe and rewarding participation in a variety of sports for students with an athletic interest. Participation on a team is a privilege. With this privilege comes the responsibility in the areas of academics, preparation, attitude, and sportsmanship. These responsibilities exist both in and out of school, both in athletic and non-athletic settings.

### **Objectives**

- To provide a competitive athletic program
- Instill good habits, sound morals, exemplary citizenship, and a high standard of sportsmanship in the students of the Oak Farm student athletics programs
- Encourage students to grow, physically, mentally, emotionally, and socially
- Build respect commitment and responsibility in each student athlete
- Develop athletic talent and skills
- Gain an appreciation for lifelong fitness and activity
- Provide leadership opportunities
- Instill in all student athletes the desire and pride to represent their school and community in a manner that upholds the Oak Farm mission

## Goals

- Inclusion of the school mission in all athletic activities
- Promoting academic excellence as an essential component in the development of the student athlete
- Committing to effective communication with administration, teachers, parents, and student athletes
- Supporting the development of the student athlete as a leader and role model in the school community
- Display mutual respect for an opposing team's players, coaches and spectators
- Instill a mutual respect for referees and other figures of authority

## Registration Information

A student can become a participating member of the Oak Farm Montessori athletic team only when the following documents are current and on file each school year:

1. A current IHSA Sport Physical dated on or after April 1 of the coming school year  
\*\*2020-2021 COVID-19 Exemption Due to the COVID-19 pandemic during the 2019-20 school year and the continued stress on the medical community, the Indiana High School Athletic Association, Inc. will waive the provisions of Rule 3-10 for the 2020-21 school year. Effective immediately, valid physical and consent forms presented to member schools on behalf of eligible students during the 2019-20 school year shall be valid during the upcoming 2020-21 school year. Transfer students moving from one member school to another member school must provide a copy of their valid 2019-2020 Pre-Participation Physical and Consent Form to the Receiving School in order to be eligible under Rule 3-8. Incoming ninth grade students with a valid IHSA Pre-Participation Physical and Consent Form completed and signed after April 1, 2019 will also be eligible to compete during the 2020-2021 athletic season. (IHSAA Commissioner Bobby Cox—April 22, 2020)
2. A signed Student Athlete-Parent Contract for current school year which includes:
  - a. Student Athlete Code of Conduct
  - b. Student Athlete Information Concussion Fact Sheet
3. Sport registration fee

## III. OAK FARM ATHLETIC TEAMS, STATEMENT OF RISK AND STUDENT-ATHLETE COMMITMENT

### Oak Farm Montessori Athletic Teams

Oak Farm athletics will be offered to students (boys and girls) who are currently enrolled 4<sup>th</sup> – 8<sup>th</sup> grade. All teams are co-ed.

The teams offered are listed below and are subject to change depending on student interest and coach availability. :

<b>FALL</b>	<b>GRADE</b>
Cross Country	4 <sup>th</sup> – 8 <sup>th</sup> Grade
Soccer	5 <sup>th</sup> – 8 <sup>th</sup> Grade

<b>WINTER</b>	<b>GRADE</b>
Basketball	5 <sup>th</sup> – 6 <sup>th</sup> Grade
Basketball	7 <sup>th</sup> – 8 <sup>th</sup> Grade

<b>SPRING</b>	<b>GRADE</b>
Golf	5 <sup>th</sup> – 8 <sup>th</sup> Grade
Track & Field	4 <sup>th</sup> – 8 <sup>th</sup> Grade

Oak Farm Montessori encourages the participation of all students in grades 5<sup>th</sup>-8<sup>th</sup>. We operate with a no-cut policy for most of our teams. It is the coaching staff's responsibility to advise and counsel all student athletes as to what is in the best interest of the individual and team. All student athletes must adhere to all team guidelines including: full attendance at practices, scrimmages, and contests. Each student athlete will strive to fulfill realistic work expectations and adhere to all training rules. Playing time may not be equal, but it is the goal of each coach to play all team members when circumstances warrant.

### **Statement of Risk**

Participation in athletics includes a risk of injury that may range from minor to long-term. Although serious injuries are not common in supervised athletic programs, it is impossible to eliminate this risk. Participants have a responsibility to help reduce the chance of injury. Student Athletes must obey safety rules and report any physical problems to their coaches.

### **Student-Athlete Commitment**

Oak Farm athletics strive to develop exceptional intellectual and athletic skill along with fostering the highest standards of character. Honesty, integrity, safety, self-respect, and respect for others are the foundations of our athletic values.

Athletes should emphasize academic quality and strive to maintain outstanding success in their academic work. Participation on an athletic team is a privilege that carries with it responsibilities to the team and to the school. Student Athletes should realize that they represent the school and should display proper conduct at all times. When choosing to play on an Oak Farm team, the student athlete has committed to their school and their teammates.

Harassment of any student is unacceptable. Harassment includes unwanted touching, name-calling, ridiculing, sexual innuendo, rating of a person's appearance, hazing or team initiations. Harassment of anyone in the Oak Farm Montessori community via social media (Facebook, Twitter, Snapchat; etc.) is unacceptable.

If at any time a student-athlete does not abide by the athletic handbook and signed contracts, he/she will be disciplined accordingly. Administration and coaches will evaluate the actions and the student athlete could be suspended up to an entire athletic season.

## **IV. STUDENT ATHLETE AND PARENT EXPECTATIONS**

### **Expectations:**

Student Athlete:

- If you choose to participate, you have made a commitment and will be expected to fulfill this obligation.
- Report to practices and games that are set by the coach.
- Take care of academic commitments in a timely manner and as a priority. These should be taken care of around practice and game times. Your coach should be advised of all academic concerns and make-up work.
- You are expected to demonstrate positive leadership and character on and off the playing surface whether you are in or out of season. As a student athlete, there are high expectations for you. Proper language and good sportsmanship are a must.
- All rules and guidelines of Oak Farm are expected to be followed.
- You are expected to attend all practices unless absent from school.
- You are required to be in school for 75% of the day in order to attend practices or games.
- Report all injuries and/or illnesses to your coach directly and immediately.
- Injury does not excuse you from practice or games. If not in rehabilitation, attendance is still mandatory.
- Practice and game time missed will result in diminished playing time.
- You are expected to be fully engaged in all team activities.

- You are expected to meet all eligibility guidelines set by Oak Farm Athletic Department and Oak Farm Montessori Board of Directors. You are required to follow all guidelines and bylaws set by these governing bodies.
- You are expected to return all equipment and/or uniforms at the end of the season or pay fines to cover the replacement.
- For certain sports, the student may be expected to provide their own personal equipment. For example, a student on the golf team will be required to provide their own golf clubs and other supplies (golf balls, tees, & gloves)
- Understand that if you break a school's rule that there will also be consequences from the athletic department.
- Respect for opposing teams, parents, officials and coaches at all times.

Parent:

- Parents play an essential role in helping your child learn the value of winning and losing. **Parents and spectators are encouraged to cheer for our athletes and not against the other team. Allow the coaches to coach; let the players play; and let the officials officiate.**
- Parents are responsible to communicate Oak Farm Montessori Athletic expectations to their guests attending when warranted.
- Below are some suggested topics you can discuss with your child in these situations:
  - o **Values of Winning** -- help your child learn the values of winning by:
    - Offering congratulations for winning and identifying and discussing the efforts made by individuals and the team.
    - Recognizing the improvement and growth of both individuals and the team.
    - Emphasizing competitiveness and doing one's best.
  - o **Values of Losing** -- help your child learn from losing experiences by:
    - Providing a period of quiet time for your child to "decompress" after a loss before you discuss the game.
    - Crediting the other team.
    - Crediting the play of his/her opponent.
    - Focusing on improvement by individuals and team.
    - Discussing what was successful.
    - Discussing what, if anything, individuals or the team could have done differently.
    - Accept the loss, set individual goals, and move forward.

## **V. VOLUNTEERS AND TRANSPORTATION**

### **Volunteer Hours**

If your son/daughter is participating in an Oak Farm athletic program, there will be times that volunteers will be needed to host an event. All parents are encouraged to volunteer where volunteering is needed. Sign-up sheets will be available according to the needs of the event.

### **Transportation**

Transportation to/from practices and games is the sole responsibility of the parents. Please ensure that your student athlete is picked up promptly at the end of each practice/game.

## VI. Falcon Code of Conduct

The Athletic program at Oak Farm Montessori School has as its primary objective the development of self-discipline, a spirit of cooperation, good citizenship and respect for rules and authority. We seek to instill in our students, principles of justice, fair play and good sportsmanship. Above all we want our players to have fun playing the sport.

In order to accomplish these objectives, it is necessary to develop and maintain a team and school spirit that is based on ethical principles, discipline and uniformity of goals. Certain regulations are necessary to prevent the disruption of team spirit. The benefits to be gained in the formation of personal character, initiative and teamwork will far outweigh any possible impairment of student rights.

## VII. STUDENT ATHLETE, PARENT AND SPECTATOR RESPONSIBILITIES

### Student Responsibilities

#### 1.) TRUSTWORTHINESS

- **Trustworthiness** — be worthy of trust in all I do.
- **Integrity** — Live up to high ideals of ethics and sportsmanship and always pursue victory with honor; do what's right even when it's unpopular or personally costly.
- **Honesty** — Live and compete honorably; don't lie, cheat, steal or engage in any other dishonest or unsportsmanlike conduct.
- **Reliability** — Fulfill commitments; do what I say I will do; be on time to practices and games.
- **Loyalty** — Be loyal to my school and team; put the team above personal glory.

#### 2.) RESPECT

- **Respect** — Treat all people with respect all the time and require the same of other student-athletes.
- **Class** — Live and play with class; be a good sport; be gracious in victory and accept defeat with dignity; give fallen opponents help, compliment extraordinary performance, show sincere respect in pre- and post-game rituals.
- **Disrespectful Conduct** — Don't engage in disrespectful conduct of any sort including profanity, obscene gestures, offensive remarks, trash-talking, taunting, boastful celebrations, or other actions that demean individuals or the sport.
- **Respect Officials** — *Treat* contest officials with respect; don't complain about or argue with official calls or decisions during or after an athletic event.

#### 3.) RESPONSIBILITY

- **Importance of Education** — Be a student first and commit to getting the best education I can. Be honest with myself about the likelihood of getting an athletic scholarship or playing on a professional level and remember that many universities will not recruit student-athletes that do not have a serious commitment to their education, the ability to succeed academically, or the character to represent their institution honorably.
- **Role-Modeling** — Remember, participation in sports is a privilege, not a right and that I am expected to represent my school, coach and teammates with honor, on and off the field. Consistently exhibit good character and conduct yourself as a positive role model. ***Suspension or termination of the participation privilege is within the sole discretion of the school administration.***
- **Self-Control** — Exercise self-control; don't fight or show excessive displays of anger or frustration; have the strength to overcome the temptation to retaliate.
- **Healthy Lifestyle** — Safeguard your health; don't use any illegal or unhealthy substances including alcohol, tobacco and drugs.
- **Integrity of the Game** — Protect the integrity of the game; Play the game according to the rules.

#### 4.) FAIRNESS

- **Be Fair** — Live up to high standards of fair play; be open-minded; always be willing to listen and learn.

#### 5.) CARING

- **Concern for Others** — Demonstrate concern for others; never intentionally injure any player or engage in reckless behavior that might cause injury to myself or others.
- **Teammates** — Help promote the well-being of teammates by positive counseling and encouragement or by reporting any unhealthy or dangerous conduct to coaches.

#### 6.) CITIZENSHIP

- **Play by the Rules** — Maintain a thorough knowledge of and abide by all applicable game and competition rules.
- **Spirit of rules** — Honor the spirit and the letter of rules; avoid temptations to gain competitive advantage through improper gamesmanship techniques that violate the highest traditions of sportsmanship.

### VII. Parent and Spectator Responsibilities

Attending an athletic event means that the spectator has assumed a responsibility for proper representation of Oak Farm Montessori, just as the athletes do. These rules apply to all spectators; students and parents alike at both home and away games for Oak Farm athletes, even when not observed by opposing teams and fans. Failure to meet these standards will result in disciplinary action.

- Spectators are to appreciate and give proper recognition to the good in others.
- Spectators are to cheer positively and are to totally avoid “booing” and abusive language and vulgarity. Spectators are not permitted to engage in any kind of intentional display of rude behavior (such as turning their backs on members of the opposing team, cheerleaders, and band).
- Spectators are to respect and obey property regulations established by each school.
- Spectators are always to regard the official’s decision as final.
- Parents are responsible to communicate Oak Farm Athletic expectations to attending guest when warranted

### Specific Parents Code of Conduct

Oak Farm Montessori has adopted the following policy for ALL athletic contests:

- Do not force an unwilling child to participate in sports.
- Remember children are involved in organized sports for their enjoyment, not yours.
- Teach your child to always play by the rules.
- Teach your child that hard work and an honest effort are often more important than a victory.
- Help your child work toward skill improvement and good sportsmanship in every game.
- Your child will then be a winner, even in defeat. Do not ridicule or yell at your child for making a mistake or for losing a game.
- Set a good example. Children learn best by example.
- Cheer good plays by both teams! Never argue with the referee – the team is subject to fines and the coach can be carded which could lead to a suspension.
- Leave the coaching to the coach.
- Follow appropriate chain of command when addressing concerns. First start with the coach, and if the issue is not resolved, contact an Administrative Member.

## **VIII. Coaches Code of Conduct and Responsibility**

### **Code of Conduct**

The athlete/coach relationship is a privileged one. Coaches play a critical role in the personal as well as athletic development of their athletes. They must understand and respect the inherent power imbalance that exists in this relationship and must be extremely careful not to abuse it. Coaches must also recognize that they are conduits through which the values and goals of a sport organization are channeled. Thus how an athlete regards his/her sport is often dependent on the behavior of the coach. The following Code of Conduct has been developed to aid coaches in achieving a level of behavior, which will allow their athletes in becoming well-rounded, self-confident and productive human beings.

Although this code is directed toward coaching conduct it equally applies to other members of the "Team Leadership Staff" i.e. volunteers and assistants. It is assumed that these people act in cooperation with one another to construct a suitable environment for the athlete.

### **Coaches Responsibilities**

1. As a coach of an Oak Farm Montessori team you will be the major influence in installing the values and beliefs of the school in the sport you are coaching. All athletes and coaches are expected to reflect the values stated in the school's mission, philosophy and code of conduct.
2. Treat everyone fairly within the context of their activity, regardless of gender, place of origin, color, sexual orientation, religion, political belief or economic status.
3. Direct comments of criticism at the performance rather than the athlete.
4. Consistently display high personal standards and project a favorable image of their sport and coaching.
5. Ensure that the activity being undertaken is suitable for the age, experience, and ability and fitness level of the athlete and educate athletes as to their responsibilities in contributing to a safe environment.
6. Refrain from public criticism of fellow coaches, athletes, officials and volunteers especially when speaking to the media or recruiting athletes
7. Abstain from the use of tobacco products while in the presence of his/her athletes.
8. Abstain from drinking alcoholic beverages when working with athletes.
9. Refrain from the use of profane, insulting, harassing or otherwise offensive language in the conduct of his/her duties.
10. Communicate and cooperate with registered medical practitioners in the diagnoses, treatment and management of their athletes' medical and psychological problems. Consider the athletes' future health and well-being as foremost when making decisions regarding injured athletes and their ability to continue playing or training.
11. Recognize and accept when to refer athletes to other coaches or sport specialists. Allow athletes' goals to take precedence over them.
12. Regularly seek ways of increasing professional development and self-awareness.
13. Treat opponents and officials with due respect both in victory and defeat and encourage athletes to act accordingly. Actively encourage athletes to uphold the rules of their sport and the spirit of such rules.
14. In the case of minors, communicate and cooperate with the athletes' parents or legal guardians, involving them in management decisions pertaining to their child's development.
15. Be aware of the many pressures placed on athletes as they strive to balance the physical, mental, emotional and spiritual aspects of their lives and conduct practices and games in a manner so as to allow optimum success.

# A Fact Sheet for ATHLETES



## WHAT IS A CONCUSSION?

A concussion is a brain injury that affects how your brain works. It can happen when your brain gets bounced around in your skull after a fall or hit to the head.

This sheet has information to help you protect yourself from concussion or other serious brain injury and know what to do if a concussion occurs.

## WHAT SHOULD I DO IF I THINK I HAVE A CONCUSSION?

### REPORT IT.



Tell your coach and parent if you think you or one of your teammates may have a concussion. You won't play your best if you are not feeling well, and playing with a concussion is dangerous. Encourage your teammates to also report their symptoms.

### GET CHECKED OUT BY A DOCTOR.



If you think you have a concussion, do not return to play on the day of the injury. Only a doctor or other health care provider can tell if you have a concussion and when it's OK to return to school and play.



### GIVE YOUR BRAIN TIME TO HEAL.



Most athletes with a concussion get better within a couple of weeks. For some, a concussion can make everyday activities, such as going to school, harder. You may need extra help getting back to your normal activities. Be sure to update your parents and doctor about how you are feeling.



Centers for Disease Control and Prevention  
National Center for Injury Prevention and Control

### GOOD TEAMMATES KNOW:

IT'S BETTER TO MISS ONE GAME THAN THE WHOLE SEASON.

## HOW CAN I TELL IF I HAVE A CONCUSSION?

You may have a concussion if you have any of these symptoms after a bump, blow, or jolt to the head or body:

-  ..... **Get a headache**
-  ..... **Feel dizzy, sluggish or foggy**
-  ..... **Be bothered by light or noise**
-  ..... **Have double or blurry vision**
-  ..... **Vomit or feel sick to your stomach**
-  ..... **Have trouble focusing or problems remembering**
-  ..... **Feel more emotional or "down"**
-  ..... **Feel confused**
-  ..... **Have problems with sleep**

A concussion feels different to each person, so it's important to tell your parents and doctor how you feel. You might notice concussion symptoms right away, but sometimes it takes hours or days until you notice that something isn't right.

*The information provided in this document or through linkages to other sites is not a substitute for medical or professional care. Questions about diagnosis and treatment for concussion should be directed to a physician or other health care provider.*

## HOW CAN I HELP MY TEAM?

### PROTECT YOUR BRAIN.



All your teammates should avoid hits to the head and follow the rules for safe play to lower chances of getting a concussion.

### BE A TEAM PLAYER.



If one of your teammates has a concussion, tell them that they're an important part of the team, and they should take the time they need to get better.



Centers for Disease  
Control and Prevention  
National Center for Injury  
Prevention and Control

To learn more, go to [www.cdc.gov/HEADSUP](http://www.cdc.gov/HEADSUP)

# HEADS+UP CONCUSSION IN HIGH SCHOOL SPORTS

A FACT SHEET FOR **PARENTS**

## What is a concussion?

A concussion is a type of traumatic brain injury. Concussions are caused by a bump or blow to the head. Even a “ding,” “getting your bell rung,” or what seems to be a mild bump or blow to the head can be serious.

You can’t see a concussion. Signs and symptoms of concussion can show up right after the injury or may not appear or be noticed until days or weeks after the injury. If your child reports any symptoms of concussion, or if you notice the symptoms yourself, seek medical attention right away.

## What are the signs and symptoms of a concussion?

If your child has experienced a bump or blow to the head during a game or practice, look for any of the following signs of a concussion:

SYMPTOMS REPORTED BY ATHLETE	SIGNS OBSERVED BY PARENTS/GUARDIANS
<ul style="list-style-type: none"> <li>• Headache or “pressure” in head</li> <li>• Nausea or vomiting</li> <li>• Balance problems or dizziness</li> <li>• Double or blurry vision</li> <li>• Sensitivity to light</li> <li>• Sensitivity to noise</li> <li>• Feeling sluggish, hazy, foggy, or groggy</li> <li>• Concentration or memory problems</li> <li>• Confusion</li> <li>• Just “not feeling right” or “feeling down”</li> </ul>	<ul style="list-style-type: none"> <li>• Appears dazed or stunned</li> <li>• Is confused about assignment or position</li> <li>• Forgets an instruction</li> <li>• Is unsure of game, score, or opponent</li> <li>• Moves clumsily</li> <li>• Answers questions slowly</li> <li>• Loses consciousness (even briefly)</li> <li>• Shows mood, behavior, or personality changes</li> </ul>

## How can you help your child prevent a concussion or other serious brain injury?

- Ensure that they follow their coach’s rules for safety and the rules of the sport.
- Encourage them to practice good sportsmanship at all times.
- Make sure they wear the right protective equipment for their activity. Protective equipment should fit properly and be well maintained.
- Wearing a helmet is a must to reduce the risk of a serious brain injury or skull fracture.
  - However, helmets are not designed to prevent concussions. There is no “concussion-proof” helmet. So, even with a helmet, it is important for kids and teens to avoid hits to the head.

## What should you do if you think your child has a concussion?

**SEEK MEDICAL ATTENTION RIGHT AWAY.** A health care professional will be able to decide how serious the concussion is and when it is safe for your child to return to regular activities, including sports.

**KEEP YOUR CHILD OUT OF PLAY.** Concussions take time to heal. Don’t let your child return to play the day of the injury and until a health care professional says it’s OK. Children who return to play too soon—while the brain is still healing—risk a greater chance of having a repeat concussion. Repeat or later concussions can be very serious. They can cause permanent brain damage, affecting your child for a lifetime.

**TELL YOUR CHILD’S COACH ABOUT ANY PREVIOUS CONCUSSION.** Coaches should know if your child had a previous concussion. Your child’s coach may not know about a concussion your child received in another sport or activity unless you tell the coach.

**If you think your teen has a concussion:**  
Don’t assess it yourself. Take him/her out of play.  
Seek the advice of a health care professional.

**It’s better to miss one game than the whole season.**

For more information, visit [www.cdc.gov/Concussion](http://www.cdc.gov/Concussion).

April 2013



## X. Oak Farm Athletic Handbook Signature Form

\*\* This form must be signed and returned to the Athletic Office before participation in Oak Farm athletics can begin. This signature is good for one (1) calendar year.

Athlete's Name (print clearly): \_\_\_\_\_ Grade: \_\_\_\_\_

We, (parent/guardian and student athlete) have read and understand the rules and regulations as listed in the Oak Farm Montessori School Athletic Handbook. **We agree to obey the rules and we understand the possible consequences if they are not followed.**

We have received and read the **Heads-Up Concussion Facts Sheet**. We understand the nature and risk of concussions and head injury to student athletes, including the risk of continuing to play after concussion or head injury.

**WE, THE UNDERSIGNED, ACKNOWLEDGE THAT WE HAVE READ AND UNDERSTAND ALL ASPECTS OF THE HANDBOOK, AND GRANT PERMISSION AND CONSENT AS REQUIRED.**

\_\_\_\_\_  
Athlete's Signature                      Date                      Parent/Guardian Signature                      Date

**THIS FORM MUST BE SIGNED AND TURNED IN TO THE HEAD COACH BEFORE PARTICIPATION IN THE ATHLETES SPORT TAKES PLACE. NO PARTICIPATION OF ANY KIND MAY OCCUR WITHOUT THIS FORM TURNED IN TO THE COACH OR BEING ON FILE WITH THE ATHLETIC DIRECTOR**