



ARTEMIS' ARCHERS

A GRANT PROPOSAL FOR AN INDOOR ARCHERY FACILITY

| *This grant has been prepared by:*

Faith Cotter

Final Grant Proposal

PWR606

Professor Kathleen Tomaselli

Chatham University

April 20, 2015

| *This grant has been prepared for:*

Ms. Idida Briones

Grant Program

Easton Foundations

7855 Haskell Ave, Suite 360

Van Nuys, CA 9140



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1400 Brookline Boulevard
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April 20, 2015

Ms. Idida Briones
Grant Program
Easton Foundations
7855 Haskell Ave, Suite 360
Van Nuys, CA 9140

Dear Ms. Briones,

Over the five years that I have taught archery, I have witnessed time and again the effect this ancient and historic sport has on those who learn it. There's the young girl who didn't think she was strong enough to shoot, and by the end of the summer would not put down her bow. There's the Cub Scout who performed a happy little dance when he hit the bull's eye he never thought he could, and the adults whose eyes light up with laughter and delight when they realize that you're never too old to learn something new.

I don't need to extoll archery's many physical and emotional benefits to you, or the fact that it brings such a sense of patience and peace to those who study it. What I do need to mention, however, is that archery is changing. Archery has experienced a rise in popularity due to contemporary pop culture icons— Robin Hood is out, Katniss is in—and as a result the sport is growing and extending into urban areas.

Artemis' Archers plans to accommodate this growth. Due to safety issues and legal statutes in the City of Pittsburgh, residents cannot practice archery in their backyard, if they have access to one. The closest archery ranges are just outside city limits, inaccessible by Pittsburgh Port Authority bus lines, and a long commute for those who live within the city and who have a car. For those who do not have a vehicle—particularly low-income families—archery can be even more difficult to access.

By having an indoor range that offers free classes located along the Pittsburgh Port Authority bus line, Artemis' Archers will be able to address the needs outlined above. We have requested a grant in the amount of \$8,324.45 to accompany our in-kind contributions of \$870.43 to meet our goal.

You'll notice that our goals align nicely—we both want to get youth involved with archery, to pass the tradition on to the coming generations. In addition, I want to stress that any grants that Artemis' Archers receives will go a long way. Archery is a financially sustainable sport because the equipment does not need to be regularly upgraded. Once the equipment is purchased, the bulk of the costs will be taken care of. Any equipment repairs will be taken care of by the staff.

With my background working for the Boy Scouts of America and the prestigious Chatham University Music and Arts Day Camp as an archery director at both, I have developed an organized system of teaching and have a firm grasp of what students need to succeed on the range. I plan to reach at least 500 students throughout Artemis' Archers inaugural six-month run, with a staff that will be thoroughly trained and appropriately certified. This professionalism and the connections I've made at both camps will help Artemis' Archers succeed.

Archery provided me with confidence and skills that have far exceeded my time spent on the range. It is the basis for who I am, and in that discovery I have learned that the foundations for archery are love and knowledge. I taught a little Scout named Ricky once who just could not hit the target. He kept telling me that he "stinks at archery." I told him that Robin Hood did not become a legend overnight—he had to practice, and keep practicing, and I asked him if we could try one more shot before calling it quits. I instructed him to adjust the elbow of his shooting arm a certain way. He did, and wouldn't you know it—not only did he hit the target, he got a bull's eye! He didn't quit archery that day, and I'll never forget the way his face lit up. The following year he came back he was a bit taller, but he remembered me and he knew that archery was something that he really came to love and enjoy.

Artemis' Archers strives to give that experience and that place of being to archers of all ages.

Thank you for your time. I look forward to hearing from you.

Sincerely,

Faith Cotter

EXECUTIVE SUMMARY

Problem

Artemis' Archers recognizes that archery is changing. Part of that change is the extension of the historic sport into city limits, and therein lies the problem. Legally, residents who live in the City of Pittsburgh cannot shoot in their own backyards (if they have access to one) for obvious safety reasons. Leaving the confines of the city for a range outside city limits is not always an option for many because of lack of transportation. This is especially true for low-income families.

Archery benefits those who participate in the sport on an emotional and physical level. It provides stress relief and instills in archers a sense of patience, independence, and mental strength. The nature of archery allows for persons of varying abilities to practice. In keeping with this idea, Artemis' Archers will provide a range for archers to practice who may not have had a chance to otherwise.

Solution

To address the problems and needs described above, the most important part of Artemis' Archers is that the range will be located along the Pittsburgh Port Authority bus line. The range will be located in the Pittsburgh neighborhood of Brookline at its local community center's gymnasium. Admission is free, but donations are always welcomed.

The initial run of the range will take place from June 2016 until December 2016. It will be open two days a week save for Thanksgiving and winter holidays, and will operate for eight hours on Saturday and four hours on Sunday. The range will be staffed by an appropriately trained and certified range master, archery instructor, and volunteer archery assistant. During this six-month program, it is estimated that 500 archers will participate. Adults and children aged six and up are welcomed.

Funding requirements

A grant request of \$8,324.45 will cover the majority of the equipment and rental fees. In-kind donations total \$870.43. The chosen equipment has a proven track record of lasting a long time and subsequently is financially sustainable. The most expensive aspect of this program is the initial equipment that needs to be bought. After that, money will go toward any extensive repairs, simple replacements (e.g. vanes, paper target faces), rent, and staff. In the future, fundraisers such as contests will be held in order to raise money. Donations are also a possibility.

Organization and its expertise

Artemis' Archers is committed to making the ancient sport of archery and its myriad benefits accessible to those who live within the City of Pittsburgh. Though in its inaugural year, Artemis' Archers requires its staff to have a successful history of operating or being part of the operation of an archery range. They will demonstrate an ability to work with people of all ages in a method that is best adjusted to their learning needs. Experience has proven that this connection with archery students is what keeps them coming back to the range.

The personal connections that those behind Artemis' Archers have made in the archery community will also positively impact the organization's marketing efforts. By bringing in students and spreading the word about the range throughout the city, Pittsburgh may find its new niche in Artemis' Archers.

STATEMENT OF NEED

Archery: It has a long and storied history that has been transcending cultures and continents for eons. Beginning as a necessity in hunting and warfare, through the centuries we see it crop up in places that you wouldn't expect it to. Diane de Poitiers, an influential courtier in sixteenth century France, styled an entire persona after Artemis, the Greek goddess of archery and the hunt (McDowall). In 2012, interest in the sport received a nudge from blockbuster hits like *The Hunger Games*, *Brave*, and *The Avengers* (Rubin).



Figure 1 This statue of Diana, the Roman equivalent of Artemis, was created for Diane de Poitiers and is currently housed at the Louvre in Paris, France.

And why shouldn't the sport stand the tests of time? Archery is the perfect storm of anatomy and physics, power and elegance. It's good for your mental and physical health. People of varying abilities can participate, and you don't even need to be particularly athletic.

The issue is this: though a wide variety of people can participate in the sport, not everyone has access to it. Due to space and safety issues in the City of Pittsburgh, people interested in archery will need a proper range—they can't shoot in their backyards, for example, like people living in more rural areas do:

"No bow and arrow or slingshot shall be fired or discharged or thrown within the City, except under supervision at duly established target ranges and except where such firing or discharge and the flight of the arrow or missile are confined entirely to the users own property or the premises of another with express consent."—statute § 29-607.05 [Ord. 30-1993, eff. 12-9-93]

That's where Artemis' Archers comes in. Archery ranges in Pittsburgh are usually located just outside city limits—Oakdale, Canonsburg—and these ranges are not located along the Pittsburgh Port Authority bus line. By opening an indoor range within the city and along the bus line, the sport will be more accessible to those who do not have vehicles or who do not have the time for a long commute by car. Renting a community center gym two nights a week will also play a part in getting people interested because it brings a new hobby to the area directly to them.

Accessibility plays an important role in Artemis' Archers. Community involvement and the subsequent social support gained through group activities are invaluable in the lives of children from low-income households (Badger). Low-income children and their families are more likely to come from homes that do not have access to a vehicle. These are two reasons why I focus so strongly on having a range along the bus line.

Participation in extracurricular activities

Among students who graduated from high school in 1972, 1982, 1992 and 2004, the rate of participation in extracurricular activities has declined since 1982 for those from the lowest-income families.

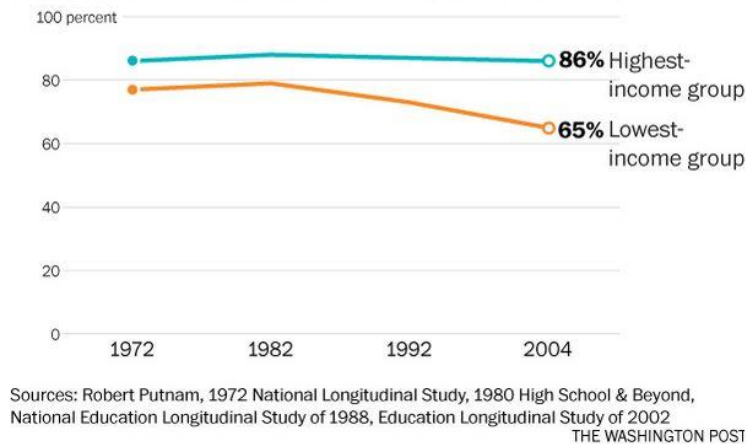


Figure 2

According to the 2013 United States Census Bureau, 48.7% of Pittsburgh families who have children under the age of 18 are living below the poverty line (U.S. Census Bureau). While Artemis' Archers won't be able to solve all of the problems related to and brought on by poverty, it may provide an escape. Because choices are so crucial for people who do not have very many, the decision to participate in a sport that is usually limited to summer camps or suburban ranges can be a powerful one.

Additionally, archery is a financially sustainable sport. If you invest in quality equipment from the start, it more than pays for itself. Unlike activities such as ice skating, dancing, or baseball, there is no need to continually upgrade equipment. Trust me, I once worked at a camp where the back drop behind the archery targets was a brick wall. Not one aluminum arrow shaft even so much as had a dent in it by the end of the summer.

Once the equipment is in place, the remaining costs include rental fees and payment for staff. In keeping with safety regulations, Artemis' Archers will have a range master who oversees classes and the general management of the range, as well as an archery instructor and a volunteer archery assistant, on its staff. Six archers will be able to shoot at a time—two archers for every target.

While conducting my research, I found that the National Archery in the Schools Program (NASP) was created partly because of concerns that kids weren't getting outside enough, along with the idea that

“natural resource professionals” are concerned about wildlife conservation (which involves hunting, in this case) and how learning archery can help with that in the future (NASP). However, I believe that the recent uptick in the popularity of archery is taking the sport outside of rural areas and into the cities, quite possibly feeding into a greater interest in field archery (which consists of foam target-shooting only), rather than shooting to hunt. People want to be part of the long narrative that is the sport, and as we add the types of people representative of it—a character like Katniss—this is a draw for women and girls, for example.

In short, the sport is expanding, and those expansions need to be accommodated for.

I taught archery for five years, and four of those years were spent working as an instructor/director for Heritage Reservation’s Camp Independence, owned and operated by the Boy Scouts of America. Coming from a low-income household myself, and experiencing first-hand the havoc that poverty can have on lives, archery provided me with confidence and skills that have far exceeded my time spent on the range. It is the basis for who I am, and in that discovery I have learned that the foundations for archery are love and knowledge. I taught a little Scout named Ricky once who just could not hit the target. He kept telling me that he “stinks at archery.” I told him that Robin Hood did not become a legend overnight—he had to practice, and keep practicing, and I asked him if we could try one more shot before calling it quits. I told him to adjust the elbow of his shooting arm a certain way. He did, and wouldn’t you know it—not only did he hit the target, he got a bull’s eye! He didn’t quit archery that day, and I’ll never forget the way his face lit up. The following year he came back he was a bit taller, but he remembered me and he knew that archery was something that he really came to love and enjoy.

Artemis’ Archers strives to give that experience and that place of being to archers of all ages.

READY, AIM, FIRE: TIMELINE & DETAILED PROJECT DESCRIPTION

Project Overview

Because of space and transportation constraints that make archery less accessible for residents in the City of Pittsburgh, Artemis' Archers aims to provide an indoor field archery range along the Pittsburgh Port Authority bus line. The range will be located in the gymnasium of the Brookline Memorial Recreation Center, and adults and youth six years and up can use the supervised range free of charge.

Goals and Objectives

Goal #1: Accommodate a growing interest in archery, and make the sport more accessible, by bringing archery into the city of Pittsburgh.

Objective 1a: Rent a school or community center gymnasium that is located along the Pittsburgh Port Authority bus line two days a week. An indoor range means that it will be available despite the weather.

Objective 1b: Sessions will last 50 minutes. Six targets will be set up, and two archers can shoot at each target. Classes are open to adults and children six years and up.

Objective 1c: In two years' time, if interest remains high and stable, an outdoor range can be built and used. For now, the focus is on indoor field archery.

Goal #2: Provide a safe environment for archers.

Objective 2a: There will be one range master in charge of safety commands, watching the line, and the general operation of the range. The range master will be 21 years of age or older. In addition, there will be one volunteer archery assistant to assist with crowd control and repair equipment as needed, and one archery instructor that assists with shooting demonstrations and instructs the students as needed. The archery instructor has to be at least 18 years of age, as the range must be staffed by an adult at all times, but the volunteer archery assistant can be at least 16 years of age.

Objective 2b: All staff will be certified to teach archery through the Pennsylvania Game Commission, which will provide a free basic archery training course.

Objective 2c: All staff will undergo Act 33/34 background checks and will be part of a youth protection training program [similar to the one used by the Boy Scouts of America](#) prior to beginning their work.

Objective 2d: Instructors will review safety commands (fire, ceasefire, retrieve, etc.) and give a shooting demonstration at the beginning of class to students new to the sport. They will remind students of the safety commands as needed. This presentation should be no more than 2-5 minutes long. Instructors will walk along the line and help the students to learn how to shoot and address any questions or concerns that they may have.

Methodology

Staff Training

Prior to the beginning of the start of classes, the Pennsylvania Game Commission will provide a free Basic Archery Instructor training course. The sessions last 8 hours and teaches staff how to properly set up and take down a range, how to safely store equipment, and proper shooting form.

Faith Cotter will provide training on adapting teaching methods to a students' needs depending on their age and preferred method of learning.

The staff will be certified in Youth protection via a program used by the Boy Scouts of America. The training and certification can be done online.

Marketing

Flyers will be placed around the facility as well as the neighborhood itself. The remaining Patch hyperlocal news sites are a great opportunity to place an ad, as is getting the message out to local schools and religious organizations.

A Facebook and Twitter will be created with information about the range. Boy Scout and Girl Scout troops will also be notified. Faith Cotter has connections via the Boy Scouts and the best way to get the message out via word of mouth is to connect with kids who have been to summer camps in the hopes that they will pass their archery experiences and the information about Artemis' Archers along.

Range and Session Information

Artemis' Archers will operate two days a week, for 8 hours on a Saturday and 4 hours on a Sunday. There will be one session per hour. Sessions will last 50 minutes, with 10 minutes in between sessions to prepare for the next group.

The range will be supervised by a trained and certified staff. Students will learn range commands, how to shoot a bow, and how to properly retrieve arrows.

New students only need to see the shooting demonstration once. Each class can accommodate up to 12 archers. Those 12 archers will have to arrive at the beginning of the session that they wish to take. No late comers will be accepted. If there is room, students can repeat sessions throughout the day.

Because the range can only accommodate 6 students shooting on the line at once, the two groups will switch continuously throughout the session, every ten minutes or whenever everyone is finished shooting their ten arrows, whichever comes first. As time goes on, students tend to use up their arrows quicker, subsequently providing more chances to shoot for each group within a session.

Range and Session Operation

1. At the start of each session, the instructor will provide a shooting demonstration for new students.
2. The range master will go over safety commands (when to knock their arrows, when to shoot, when to ceasefire, and when to retrieve).

- Students will be broken up into two groups and given arm guards.

Saturday hours of operation: 9:10 AM-5:00 PM

Sunday hours of operation: 12:10 PM-4 PM

Saturday Schedule

9:00 AM-9:10 AM	Staff arrives to set up target stands, target faces, quivers, armguards, arrows, and bows.
9:10 AM	Start of Session 1
10:00 AM	End of Session 1
10:00 AM-10:10 AM	Group from Session 1 collects their arrows and leaves the range. Staff reorganizes the range for the next session.
10:10 AM	Start of Session 2
11:00 AM	End of Session 2
11:00-11:10 AM	Group from Session 2 collects their arrows and leaves the range. Staff reorganizes the range for the next session.
11:10 AM	Start of Session 3
12:00 PM	End of Session 3
12:00 PM-12:10 PM	Group from Session 3 collects their arrows and leaves the range. Staff reorganizes the range for the next session.
1:00 PM	End of Session 3
1:00 PM-2:00 PM	Staff Lunch Break
2:00 PM-2:10 PM	Staff reorganizes the range, and resets any equipment that was put away during lunch (bows, arrows).
2:10 PM	Start of Session 4
3:00 PM	End of Session 4
3:00 PM-3:10 PM	Group from Session 3 collects their arrows and leaves the range. Staff reorganizes the range for the next session.

3:10 PM	Start of Session 5
4:00 PM	End of Session 5
4:00 PM-4:10 PM	Group from Session 5 collects their arrows and leaves the range. Staff reorganizes the range for the next session.
4:10 PM	Start of Session 6
5:00 PM	End of Session 6
5:00 PM-5:10 PM	Staff takes down the range and puts equipment back in the appropriate place.

Sunday Schedule

12:00 PM-12:10 PM	Staff arrives to set up target stands, target faces, quivers, armguards, arrows, and bows.
12:10 PM	Start of Session 1
1:00 PM	End of Session 1
1:00 PM-1:10 PM	Group from Session 1 collects their arrows and leaves the range. Staff reorganizes the range for the next session.
1:10 PM	Start of Session 2
2:00 PM	End of Session 2
2:00 PM-2:10 PM	Group from Session 2 collects their arrows and leaves the range. Staff reorganizes the range for the next session.
2:10 PM	Start of Session 3
3:00 PM	End of Session 3
3:00 PM-3:10 PM	Group from Session 3 collects their arrows and leaves the range. Staff reorganizes the range for the next session.
3:10 PM	Start of Session 4
4:00 PM	End of Session 4
4:00 PM-4:10 PM	Staff takes down the range and puts equipment

	back in the appropriate place.
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Evaluation

To determine the success of the project, the number of students that attend sessions will be carefully logged. Evaluation forms will also be available for students/the guardians of students to fill out. These forms will consist of a rating scale that will assess various areas of range performance, as well as a section for any additional comments or suggestions.

Timetable

Month	Tasks
January 2016	Begin the hiring process, begin marketing the program, and order equipment.
March 2016	Have hired staff in place.
April 2016	Have all equipment ready.
May 2016	The following staff training will take place throughout the month: Basic Archery Instructor training, Youth Protection, Teaching methodology
June-December 2016	Classes offered to the public.

BUDGET & BUDGET NARRATIVE

Fiscal Year: 2016 (June-December)

Total Expected Personnel/Non-Personnel Expenses:	9,194.88
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	Cash (in USD)	In-Kind	Total (Cash + In-Kind)
Expected Revenues			
Foundation Grants	8,324.45		
In-Kind		870.43	
Overall Total	8,324.45	870.43	9,194.88
Staff Expenses			
Employee Pay (2 + 1 volunteer)	4,524		4,524
Staff Training: Running an Archery Range	Free		0.00
Total Staff Expenses	4,524		4,524
Equipment Expenses			
Arrow Quivers	65.97		65.97
Paper Target Faces	25.00	25.00	50.00
Indoor Target and Target Stand	170.37		170.37
Aluminum Arrows	359.94		359.94
Arrow Jig	32.33	32.33	64.66
Vane Glue	8.99		8.99
Replacement Vanes	23.98		23.98
Adult Genesis Compound Bow: Right-	509.97	509.97	1,019.94

Handed			
Adult Genesis Compound Bow: Left- Handed	169.99	169.99	339.98
Adult Arm Guards	83.94	83.94	167.88
Youth Genesis Compound Bow: Right-Handed	930.78		930.78
Youth Genesis Compound Bow: Left- Handed	169.99		169.99
Arm Guards	49.20	49.20	98.40
<u>Total Equipment Expenses</u>	2,600.45	870.43	3,470.88
Facility Expenses			
Rent	1,200		
<u>Total Facility Expenses</u>	1,200		

Staff

There will be three staff members; 2 paid and 1 volunteer.

1. A range master to watch the line, give safety instructions and commands, and oversee the management of the range.
2. An archery instructor to aid in the teaching of the sport and to give shooting demonstrations whenever necessary.
3. A volunteer archery assistant who will assist with crowd control (the students who are waiting for their turn on their line) and who will fix any equipment that needs to be repaired (broken vanes, loose knocking beads, etc.).

Payment for the two paid employees was calculated using a 26-week scale. The range will operate 12 hours a week (8 hours on Saturday and 4 hours on Sunday). The two staff members will be paid 7.25 an hour. This fulfills **objective 2A**:

There will be one range master in charge of safety commands, watching the shooting line, and the general operation of the range. The range master will be 21 years of age or older. In addition, there will one archery instructors to assist with teaching, and this instructor will be at least 18 years of age. A volunteer staff member, aged at least 16, will assist the range master and archery instructor as needed (crowd control, repairing broken equipment, etc.).

The staff will be trained on properly running a range and teaching archery courtesy of a free class given by the Pennsylvania Game Commission. This fulfills **objective 2B**:

All staff will be certified to teach archery through the Pennsylvania Game Commission.

Staff Training

Staff will be responsible for paying for their Act 33/34 background clearances. Staff will also partner with the Boy Scouts of America during one of their Youth Protection training sessions for free. This fulfills **objective 2C**:

All staff will undergo Act 33/34 background checks and will take part in a youth protection training program used by the Boy Scouts of America prior to beginning their work.

Rent

At 200 dollars a month for six months, the total cost of rent comes to \$1,200.

Equipment

Investing in quality equipment will more than pay for itself. Aluminum arrows are sturdy and will last several seasons, and the same can be said for the Genesis brand compound bow. Buying easily removable indoor targets will allow for a simple set-up and clean-up, and will provide archers with a safe target to shoot at indoors.

All pricing is based on the maximum number of archers on the line. For example, three ground quivers/targets will be bought and two archers can share a quiver and a target.

This is the case for all equipment with the exception of the adult-sized right-handed Genesis compound bows, where three will be ordered. The youth Genesis compound bows can easily accommodate teenagers or adults who would like to start out with a lower draw weight.

The equipment fulfills **goal 1**:

Accommodate a growing interest in archery, and make the sport more accessible, by bringing archery into the city of Pittsburgh.

It also fulfills **objective 1B**:

Sessions will last for 45 minutes. Six targets will be set up, and two archers can shoot at each target. Classes are open to adults and children 6 years of age and up.

Finally, I will personally cover the cost of the target faces, arrow jig, and adult and youth armguards. Cabela's is donating the adult compound bows.

STAFFING & BIOGRAPHIES

Faith Cotter taught archery for five years. Four of those years were spent at Heritage Reservation's Camp Independence, and a year was spent as the lead archery instructor at Chatham University's Music and Arts Day Camp. She has worked with small children, teenagers, and adults. While at Heritage, she was in charge of five ranges (two archery, two BB ranges, and a sling shot and rock throwing range) and eleven staff members. She was continually recognized for her teaching and management skills, and was partly responsible for two separate grants that allowed Camp Independence to purchase new equipment for their ranges and upgrade their field archery shelter.

Between summer camps and yearly off-season events at Heritage, Faith has taught hundreds of archers over the years and recognizes the importance of safety and teachers who understand the best way to connect with students. She currently works as a medical editor and is studying for her Master of Professional Writing degree at Chatham University.

Staff requirements:

Range Master: Must be 21 years of age or older with at least two years' experience* working on an archery range. A letter of recommendation from a former colleague at their former archery range must be included in the application.

Archery Instructor: Must be 18 years of age or older with at least one year of experience* working on an archery range. They also must have a letter of recommendation from their former range.

Volunteer Archery Assistant: Must be 16 years of age or older. No experience is required and training for their role at Artemis' Archers will be provided by Faith Cotter.

All staff, volunteer and paid, will be required to pass Act 33/34 criminal background checks. Before they begin to teach, they will be trained and certified by the Pennsylvania Game Commission on how to safely and efficiently manage an archery range. They will also complete a youth protection training program.

**Completing a season at a summer camp counts as a years' worth of experience.*

CONCLUSION

There's a quote by an unknown source that begins with the line, "An arrow can only be shot by pulling it backward." Throughout this proposal, the history of the sport and its place in contemporary society has been explored. So, it feels appropriate to end this grant proposal with an eye toward the future.

After the initial six month run, the success of the range will be assessed. If it does well, it is Artemis' Archers' hope that we can build an outdoor range in the city in order for students to enjoy nature while practicing their shooting skills. The indoor range will still be operating.

The ultimate goal of Artemis' Archers is to bring new students to the sport, hopefully generating a love of archery that will last long into the future.

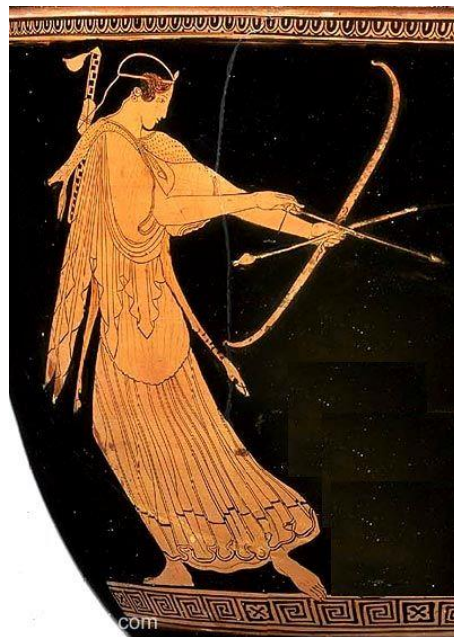


Figure 3 Artemis, Greek goddess of the hunt, forests, hills, the moon, and archery.

LIST OF SOURCES

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Sources for Images

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