

FOOTPRINTS FOR LEARNING ACADEMY



HOLISTIC AUTHENTIC PURPOSE DRIVEN ENTREPRENEURIAL GLOBAL

Required Programs & Assessment Policies

CORE CURRICULA FFLA - POLICY OVERVIEW

Motto: Explore Achieve Excel

Explore Entrepreneurship Achieve in Core Learning

Excel in Defining your Educational Journey

POLICY OVERVIEW G1 - G12

FFLA is about linking all the core pieces of the puzzle—within assessment for learning —and across the three core Ps of personalization, precision, and professional learning. Without a framework, educators often have many of the pieces, but they come from different puzzles (<u>Breakthrough</u>, Fullan). Together we achieve a stronger system for each student.

OVERVIEW:

The purpose of requiring the utilization of standardized open courses and other applicable resources and assessments at FFLA are as follows:

To ensure that FFLA has *consistency in curriculum* implementation and assessments across grade levels in this current context.

To streamline student learning so that teaching and assessments are better suited for individualized study as necessary. This is particularly important in cases where students are traveling for extended periods of time, or away for medical concerns. These resources will allow teachers to easily move such students into an individualized learning program as a partner to learning within the classroom structures.

By making these standardized curricular documents available in a standardized digital platform, our teachers are provided with a consistent framework, enabling them to utilize their time and develop their unique pedagogy towards the development of **engaging lesson delivery** that corresponds with the learner outcomes laid out in the program resources provided by Alberta Education.

By making these standardized curricular documents and platforms available, our teachers are provided with a consistent framework enabling them to utilize their time and *develop their unique pedagogy* towards the development of *IPP adapted lessons for learners of specialized needs.*

By making these standardized curricular documents and digital platforms available, our teachers are provided with a consistent framework enabling them to utilize their time and *develop their* unique pedagogy for applied learning projects, most especially towards entrepreneurship inside of differentiation.

Professional development works when it is "school-based and embedded in teachers' daily work". Research shows that new policies and resources provide the potential for "new opportunities to learn, rooted either in improved student curriculum or in examples of students' work on assessments, or both" (Breakthrough, Fullan).

General Expectations:

All subjects must have their own **Google Classroom or Moodle Platform** (including electives) however, the core subjects (Math, ELA, Social, Science, Spanish and Entrepreneurship) have required resources and assessments to be uploaded in their associated Google Classroom or Moodle Platform. These resources are detailed in each digital classroom and in the Individual FFLA Programming Guides for ELA, Math, Science, and Social Studies. This framework and its resources are required elements to be utilized by the teacher of that core subject to form the foundation of the course.

All subjects (including electives) are required to have a course outline and schedule that is uploaded to the Google Classroom or Moodle Platform. These two documents should cover the entire year and it should be very specific with timelines, assignments, tests, weighting, units/topics. They should also include detailed instructions on how the course is structured and how to utilize the Google Classroom or Moodle Platform. Note that should teachers decide to add additional projects and assignments, they are welcome and encouraged to do so, however, this must be reflected in the course outline that is printed for students and uploaded to the Google Classroom.

Course Documents:

- Course Outline and/or Year Plan Templates to be provided
- Unit Plans Backwards by Design Philosophy with Differentiation for Inclusion
- Lesson and/or Weekly Journal/Agenda Actual Scope and Sequence
- Assessments Formative and Summative Tasks
- ALMA Grades Weighted according to Programming Policies
- Report Card Grades and Comments Constructive with Recognition

Student Evaluations:

These vary according to FFLA Policy, however, generally for Middle School and High School with percentage grading:

- Formative Learning 40%
- Summative Assessment 40%
- Final Testing or Project 20%
- · Bonus Work is Optional but Offered

In Elementary School the Weighting generally shifts towards Formative rather than Summative Assessments with a 1 through 4 scale rating.

Within each Course:

- Infusion of **Entrepreneurial** and **FNMI** elements are required.
- **UDL** practices for IPP differentiation using AB ED benchmarks is required.
- Tiered Vocabulary as part of current Assurance Framework for FFLA is inclusive.

Course Programming Guidelines are available for the following FFLA courses:

- Programming Policy: ELAL
- Programming Policy: Math
- Programming Policy: Science
- Programming Policy: Social Studies
- Programming Policy: Spanish
- Programming Policy: Entrepreneurship
- Programming Policy: Electives
- Programming Policy: Global Awareness
- Programming Policy: Physical Education and Wellness
- Programming Policy: Cross-Curricular Skills and Values
- Programming Policy: Blended Learning G10,11,12
- Programming Policy: Blended Learning G10,11,12 Summer Sessions (Draft)
- Programming Policy: Blended Learning G10,11,12 Course Challenges (Draft)

FFLA CURRICULAR MAP

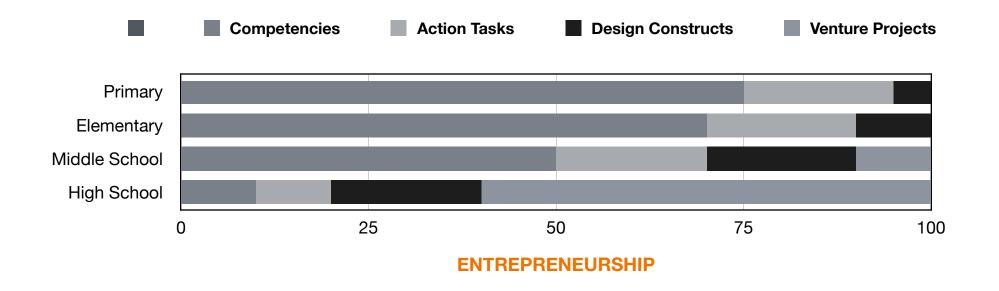
COURSE	К	1	2	3	4	5	6	7	8	9	10	11	12
Literacy - ELAL with new curriculum being implemented	Phonics Vocabular y (Site Words) Fluency Hand- writing	Phonics Vocabular y Fluency Hand- writing	Phonics Vocabular y Fluency Hand- writing Grammar Reading Writer's Workshop	Phonics Vocabular y Fluency Hand- writing Grammar Reading Writer's Workshop	Vocabulary Fluency Hand- writing Grammar Reading Writer's Workshop Novel Study	Vocabular y Fluency Hand- writing Grammar Reading Writer's Workshop Novel Study	Vocabular y Fluency Hand- writing Grammar Reading Writer's Workshop Novel Study	Vocabula ry Fluency Hand- writing Grammar Reading Writer's Worksho p Novel Study Analysis	Vocabula ry Fluency Hand- writing Grammar Reading Writer's Worksho p Novel Study Analysis	Vocabular y Fluency Hand- writing Grammar Reading Writer's Workshop Novel Study Analysis	Literature Genre Studies Analysis Presentati on Compositi on - Essays Literary Devices	Literature Genre Studies Analysis Presentati on Composit ion - Essays Literary Devices	Literature Genre Studies Analysis Presentati on Compositi on - Essays Literary Devices
Numeracy - Mathematics with new curriculum being implemented	Number Sense and Mechanic s Manipulat ives	Number Sense and Mechanic s Manipulati ves	Number Sense and Mechanic s Manipulati ves	Number Sense and Mechanics Applicatio n Problem Solving	Number Sense and Mechanics Applicatio n Problem Solving	Number Sense and Mechanic s Applicatio n Problem Solving	Number Sense and Mechanic s Applicatio n Problem Solving Construct s and Inferences	Number Sense and Mechanic s Applicati on Problem Solving Construct s and Inference s	Number Sense and Mechanic s Applicati on Problem Solving Construct s and Inference s Algebra and Geometry and Trigonom etry	Number Sense and Mechanic s Applicatio n Problem Solving Construct s and Inferences Algebra and Geometry and Trigonome try	Number Sense and Mechanic s Applicatio n Problem Solving Construct s and Inferences ADVANCE D Algebra and Geometry and Trigonome try	Number Sense and Mechanic s Applicatio n Problem Solving Construct s and Inference s ADVANC ED Algebra and Geometry and Trigonom etry	Number Sense and Mechanics Application Problem Solving Constructs and Inferences ADVANCE D Algebra and Geometry and Trigonomet ry and Calculus and Statistics
Social Studies - new curriculum being drafted	Being Together	Citizenshi p - Belonging and Connectin g	Communit ies in Canada	Connectin g with the World	Alberta - Land, History, and Stories	Canada - Land, History and Stories	Democrac y	Canada - Origins	Historical Worldvie ws	Canada - Opportuni ties and Challenge s	Perspectiv es on Globalizati on	Perspecti ves on Nationalis m	Perspectiv es on Ideologies

COURSE	К	1	2	3	4	5	6	7	8	9	10	11	12
Science with new curriculum being implemented	Explore propertie s and 5 senses, movemen t, and environm ent.	Understan ding properties of matter, changes, and do investigati ons	Combinin g Materials (Matter), study landforms , look at growth, and design with creativity	Studying Natural and man- made materials (e.g. Water Cycle and Farming). Gaining a FNMI perspectiv e and do research reports	States of Matter and Waste Manageme nt, analyze interconne ctions in Earth systems, look at sensory organs, and design investigati ons with data.	Models of Matter, Movemen t of Matter, and Forces of Matter and Analyze energy resources, internal biological systems, the solar system, and design experime nts with evidence.	Relate Matter to expansion and contraction, and energy change, and climate change, and components of ecosystems, and technologies for observation and use hypothesis in scientific method.	Study of Ecosyste ms, Plants, Heat and Temperat ure, and Structure s and Forces and the Planet Earth.	Mix and Flow of Matter, Cells and Systems, Light and Optics, Mechanic al Systems, and Water Systems.	Biological Diversity, Matter and Chemical Change, Environme ntal Chemistry, Electrical Principles, and Space Exploratio n	Biology Chemistry Physics Ecology	Biology Chemistry Physics Ecology	Biology Chemistry Physics Ecology
Spanish - Scaffolded series of VERBS for TPRS	TPRS and Music	TPRS and Music	TPRS and Music	TPRS and Music	TPRS and Culture	TPRS and Culture	TPRS and Culture and Grammar for Compositi on	TPRS and Culture and Grammar for Composit ion	TPRS and Culture and Grammar for Composit ion	TPRS and Culture and Grammar for Compositi on	TPRS and Culture and Grammar for Compositi on and Readings	TPRS and Culture and Grammar for Composit ion and Readings	TPRS and Culture and Grammar for Compositi on and Readings

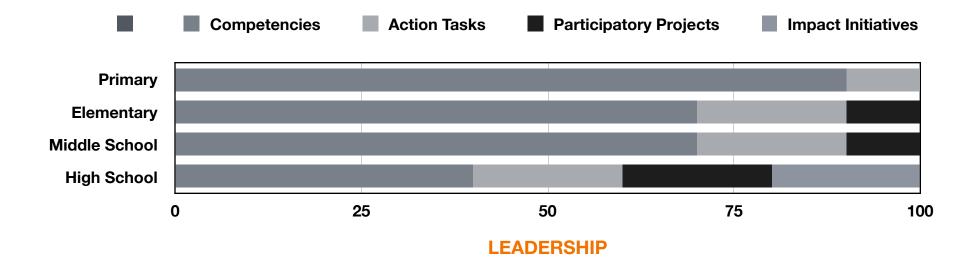
COURSE	K	1	2	3	4	5	6	7	8	9	10	11	12
Entrepreneurship - A Study of Venture Design with Knowledge, Skills, and Attitudes	Compete ncies in Learning Skills and Interpers onal Skills with Activity Tasks	Competen cies in Learning Skills and Interperso nal Skills with Activity Tasks	Compete ncies in Learning Skills and Interperso nal Skills with Activity Tasks	Competen cies in Learning Skills and Interperso nal Skills with Applications (Models) and Project Designs	Competen cies in Learning Skills and Interperso nal Skills with Applications (Models) and Project Designs	Compete ncies in Learning Skills, Interperso nal Skills, and Resource Skills, and Strategic Skills with Applications (Models) and Project Designs	Competen cies in Learning Skills, Interperso nal Skills, and Resource Skills, and Strategic Skills with Applications (Models) and Project Designs	Compete ncies in Learning Skills, Interpers onal Skills, Resource Skills, Opportunity Skills, and Market Skills with Applicati ons (Models) and Project Designs	Compete ncies in Learning Skills, Interpers onal Skills, Resource Skills, Opportun ity Skills, and Market Skills with Applicati ons (Models) and Project Designs	Competen cies in Learning Skills, Interperso nal Skills, Resource Skills, Strategic Skills, Opportuni ty Skills, and Market Skills with Applications(Models) in STEM and market Skills with Applications (Models) in STEM and Interpretable of the strategic Skills with Applications (Models) in STEM and Interpretable of the strategic strate	Knowledg e, Skills, and Attitudes Developm ent inside of Analysis of Entrepren eurial Exemplars and Venture Design and Presentati on with Mentorshi p (CTS Modules in Enterprise and Innovation)	Knowledg e, Skills, and Attitudes Developm ent inside of Analysis of Entrepren eurial Exemplar s and Venture Design and Presentati on with Mentorshi p (CTS Modules in Enterprise and Innovatio n)	Knowledge , Skills, and Attitude Outreach with Venture Design into Communit y - Business Launch with Mentorshi p. (CTS Modules in Enterprise and Innovation)
Physical Education with new curriculum being implemented	Activity based for developm ent of locomotor , non- locomotor , and manipulat ive skills	Activity based for developm ent of locomotor , non- locomotor , and manipulati ve skills	Activity based for developm ent of locomotor , non- locomotor , and manipulati ve skills	Activity based for developm ent of locomotor, non- locomotor, and manipulati ve sequences	Activity based for developme nt of locomotor, non- locomotor, and manipulati ve sequences	Activity based for developm ent of locomotor , non- locomotor , and manipulati ve sequence s	Activity based for developm ent of locomotor, non- locomotor, and manipulati ve sequence s and refining challengin g skills	Activity based for developm ent of locomoto r, non- locomoto r, and manipulat ive sequence s and refining challengi ng skills	Activity based for improve ment of locomoto r, non- locomoto r, and manipulat ive sequence s and refining challengi ng skills	Activity based for improvem ent of locomotor, non- locomotor, and manipulati ve sequence s and refining challengin g skills	Activity based for improvem ent, analysis, adaptatio n, and understan ding of locomotor, non-locomotor , and manipulati ve sequence s and refining challengin g skills	Activity based for improvem ent, analysis, adaptatio n, and understan ding of locomotor, non-locomotor, and manipulat ive sequence s and refining challengin g skills	Activity based for improveme nt, analysis, adaptation , and understan ding of locomotor, non- locomotor, and manipulati ve sequences and refining challengin g skills

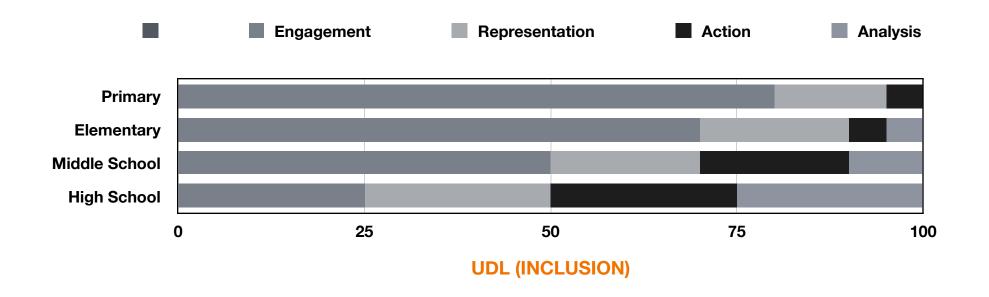
COURSE	К	1	2	3	4	5	6	7	8	9	10	11	12
Global Awareness - Study of People, Places, History, Culture, Business, Government, and Economics	The Earth's Continent s with Focus on Diversity and Kindness	The Earth's Continent s with Focus on Diversity and Kindness	Oceania and Antarctica with a focus on Water and Wonders	The Continent of Africa	The Continent of South America	The Continent of North America	The Continent of Australia	The Continent s of Eastern Europe and Middle Asia - a Comparis on	The Continent s of Western Europe and East Asia - a Comparis on	The Continent s of Africa and North America - a Comparis on	CTS Modules (Tourism)	CTS Modules (Tourism)	CTS Modules (Tourism)
Electives - Fine Arts CTS/CTF STEM	Art Music	Art Music	Art Music	Art Music	Art Music French	Art Music French	Art Music Drama French STEM Sport FNMI	Art Music Drama French STEM Sport FNMI	Art Music Drama French STEM Sport FNMI	Art Music Drama French STEM Sport FNMI	Art French Work Experienc e CALM* mandator y	Art French Work Experienc e	Art French Work Experience
Leadership - embedded across curriculum and targeted in Health classes. Competencies: Critical Thinking, Problem-Solving, Creativity, Innovation, Collaboration, Management, Communication, Multiculturalism, Personal Wellbeing, Growth Mindset, Self-Direction, and Identity.	Compete	Competen	Compete ncies	Competen cies and Habits for Leader in Me	Competen cies and Habits for Leader in Me	Compete ncies and Habits for Leader in Me	Competen cies and Habits for Leader in Me	Compete noies and Habits for Leader in Me	Compete ncies and Habits for Leader in Me	Competen cies and Habits for Leader in Me	CTS Modules (Recreatio nal Sport, Communit y Volunteeri sm, Communit y Enhance ment, Early Learning and Child Care)	CTS Modules (Recreatio nal Sport, Communi ty Volunteeri sm, Communi ty Enhance ment, Early Learning and Child Care)	CTS Modules (Recreatio nal Sport, Communit y Volunteeris m, Communit y Enhancem ent, Early Learning and Child Care)
FNMI - Embedded Holistic and Thematic Modules	Nature - and Culture	Circle - Symbols and Culture	Moving and Staying - Change and Culture	Sights and Sounds - Perception s and Culture	Metis Essentials and Peoples	Inuit Exploratio ns and Peoples	Blackfoot and Cree and Peoples	Resource s in History to Present	Educatio n in History to Present	Entrepren eurs in History	Entrepren eurs in Present Local Context	Entrepren eurs In Present Greater Context	Entreprene urs in Present Global Context

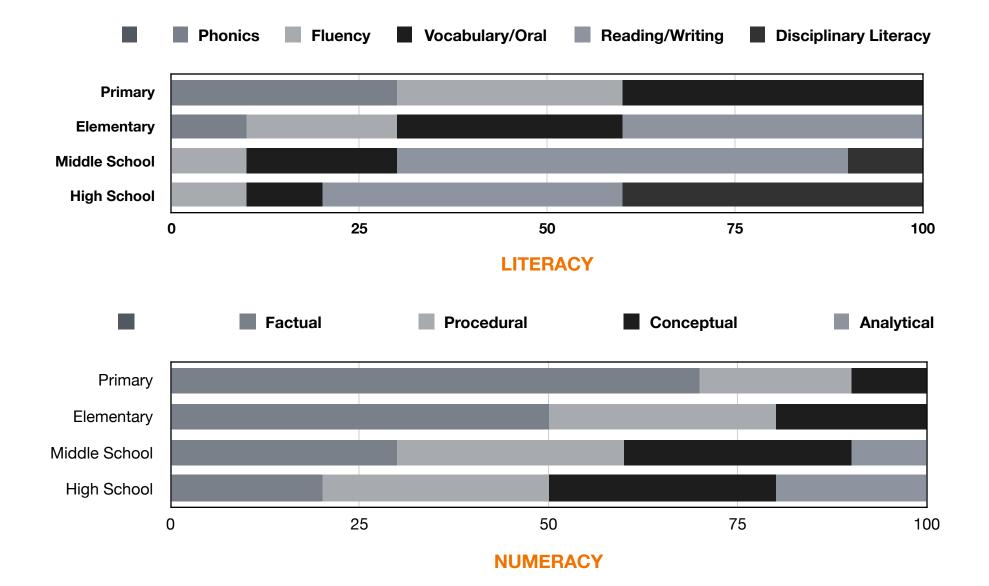
FFLA CONTINUUMS OF LEARNING - SCAFFOLDING SERIES

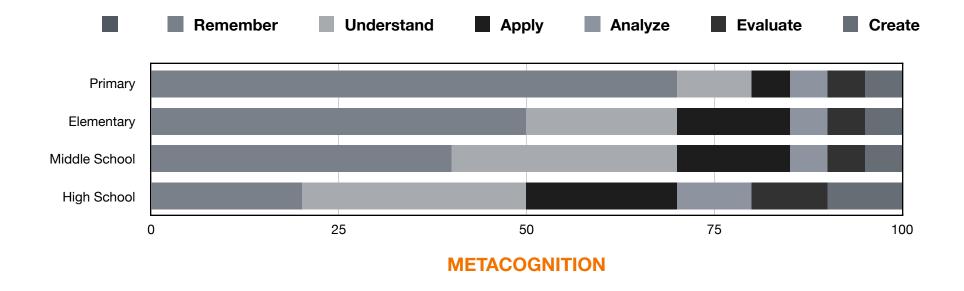


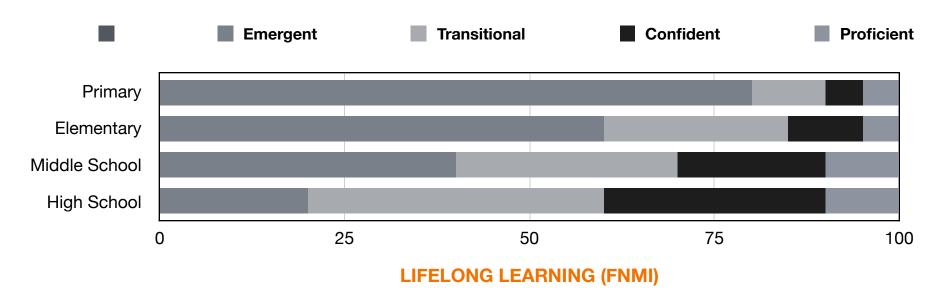












CHARTER CURRICULAR MAP

COURSE	К	1	2	3	4	5	6	7	8	9	10	11	12
CORE CURRICULUM — • ELAL • SCIENCE • SOCIAL STUDIES • MATHEMATICS (EMBEDDED components from Entrepreneurship, Leadership, and Global Awareness)	Each will follow the Alberta Program of Studies for Learner Outcome s.	However, each will be influenced by Entrepren eurship, Global Awarenes sades with CONSTR UCTIVIST MEANING MAKING.	Leadershi p Compete ncies taught directly in Health will be used by teachers and learners in each core (e.g. Collaborat ion for Problem-Solving).	Entreprene urship Knowledg e, Skills, and Attitudes taught directly in Entreprene urship classes will be used by teachers and learners in each core (e.g. Learning Skills - Active Engageme nt).	Global Perspectiv es in Exploratio n of Continents and in Second Language Learning will be taught directly in Global and Spanish Classes and will be used by learners in each core (e.g. Appreciati on for Multicultur alism and Individualis m).	At each Grade Level the repeated and varying contexts for the Compete ncies, Skills, and Perspecti ves moves towards a METACO GNITION of the concepts and their many applications.							

COURSE	K	1	2	3	4	5	6	7	8	9	10	11	12
SPANISH - Scaffolded series of VERBS for TPRS with Cultural Explorations and Language Acquisition Constructs (e.g. Grammar). The learning provides an adaptive skill in the language learning ability of the students, a context for Global Awareness, and a domain for Entrepreneurship.	TPRS and Music	TPRS and Music	TPRS and Music	TPRS and Music	TPRS and Culture	TPRS and Culture	TPRS and Culture and Grammar for Compositi on	TPRS and Culture and Grammar for Composit ion	TPRS and Culture and Grammar for Composit ion	TPRS and Culture and Grammar for Compositi on	TPRS and Culture and Grammar for Compositi on and Readings	TPRS and Culture and Grammar for Composit ion and Readings	TPRS and Culture and Grammar for Compositi on and Readings

COURSE	К	1	2	3	4	5	6	7	8	9	10	11	12
ENTREPRENEURSH IP - A Study of Venture Design with Knowledge, Skills, and Attitudes within a process: 1. Discover a Problem Want or Need 2. Develop a Business Idea 3. Design the Solution 4. Deliver the Solution 5. Analyze and Evaluate the Learning The Grade Level Series moves from Understand, Apply, Analyze, Evaluate, and Create (Bloom's Taxonomy). • Knowledge includes mental models, declarative facts or processes, and finally self-insight for the entrepreneurial role. • Skills includes marketing, communicating, planning, recognizing opportunity, leading, collaborating, adapting, focusing, and developing a range of strategic decision-making sets. • Attitudes include passion, self-efficacy, identity, tolerance, innovativeness, perseverance towards goal setting.	Compete ncies in Learning Skills and Interpers onal Skills with Activity Tasks to build understanding of these elements like brainstor ming.	Competen cies in Learning Skills and Interperso nal Skills with Activity Tasks to continue to build understan ding of these elements like creative thinking.	Compete ncies in Learning Skills and Interperso nal Skills with Activity Tasks to continue to build understan ding of these elements like collaborati on.	Competen cies in Learning Skills and Interperso nal Skills with Applicatio ns (Models) and Project Designs to build on essential concepts like iteration.	Competen cies in Learning Skills and Interperso nal Skills with Applications (Models) and Project Designs to further build on essential concepts like process. Topic Domains for Projects - Food and Tourism	Compete ncies in Learning Skills, Interperso nal Skills, and Resource Skills, and Strategic Skills with Applications (Models) and Project Designs to build on concepts like vision. Topic Domains for Projects - Retail and Agriculture	Competen cies in Learning Skills, Interperso nal Skills, and Resource Skills, and Strategic Skills with Applications (Models) and Project Designs to further build on concepts like adaptation . Topic Domains for Projects - Technolog y or Construction	Compete ncies in Learning Skills, Interpers onal Skills, Resource Skills, Strategic Skills, Opportun ity Skills, and Market Skills with Applicati ons (Models) and Project Designs to build on concepts like social media literacy. Topic Domains for Projects - Environm ent of Health	Compete ncies in Learning Skills, Interpers onal Skills, Resource Skills, Strategic Skills, Opportun ity Skills, and Market Skills with Applicati ons (Models) and Project Designs to further build on concepts like financial literacy. Topic Domains for Projects - Media or Education	Competen cies in Learning Skills, Interperso nal Skills, Resource Skills, Opportuni ty Skills, and Market Skills with Applications in Models and Project Designs to further build on concepts like technological literacy. Topic Domains for Projects - Finance, Government, or Energy	Knowledg e, Skills, and Attitudes Developm ent inside of Analysis of Entrepren eurial Exemplars and Venture Design and Presentati on with Mentorshi p to further build on concepts like scaling and direction. (CTS Modules in Enterprise and Innovation) Topic Domains for Projects are Open	Knowledg e, Skills, and Attitudes Developm ent inside of Analysis of Entrepren eurial Exemplar s and Venture Design and Venture Design and Presentati on with Mentorshi p towards completion of a project - within a CQI iterative cycle. (CTS Modules in Enterprise and Innovation) (SAIT Business Course for Dual Credits) Topic Domains for Projects are Open	Knowledge , Skills, and Attitude Outreach with Venture Design into Communit y - Business Launch with Mentorshi p. (CTS Modules in Enterprise and Innovation) (SAIT Business Course for Dual Credits) Topic Domains for Projects are Open

COURSE	K	1	2	3	4	5	6	7	8	9	10	11	12
GLOBAL AWARENESS - STUDY of People, Places, History, Culture, Business, Government, and Economics AND the GROWTH of Multicultural Sensitivity AND an Awareness of the need for Respect and Responsibility. The Grade Level Series moves from Factual, to Conceptual, to Analytical. Further, in overlap with Entrepreneurship, the Business Economies of a range of Global destinations will offer a possible context for Creating Value.	The Earth's Continent s with Focus on Diversity and Kindness	The Earth's Continent s with Focus on Diversity and Kindness	Oceania and Antarctica with a focus on Water and Wonders	The Continent of Africa	The Continent of South America	The Continent of North America	The Continent of Australia	The Continent s of Eastern Europe and Middle Asia - a Comparis on	The Continent s of Western Europe and East Asia - a Comparis on	The Continent s of Africa and North America - a Comparis on	CTS Modules (Tourism)	CTS Modules (Tourism)	CTS Modules (Tourism)

COURSE	K	1	2	3	4	5	6	7	8	9	10	11	12
ELECTIVES - Fine Arts (Art/Music/ Drama/French) CTS/CTF (EMBEDDED components from Entrepreneurship, Leadership, and Global Awareness)	Each will follow the Alberta Program of Studies for Learner Outcome s.	However, each will be influenced by Entrepren eurship, Global Awarenes s and Leadershi p with CONSTR UCTIVIST MEANING MAKING.	The Fine Arts would be influenced by models sourced from Entrepren eurship, Leadershi p, or Global contexts to build awarenes s and appreciati on of individual strength in these domains.					The CTF Electives are designed to support Entrepren eurship with courses like Digital Advertisin g Options.	The CTF Electives are designed to support Leadershi p values in Sport Leadershi p and Volunteeri sm Options.	The CTF Electives are designed to support Global Awarenes s with Global Indigenou s Arts and Foods Options.	The CTS Modules are used as HS completio ns for Leadershi p and Entrepren eurship.		

COURSE	K	1	2	3	4	5	6	7	8	9	10	11	12
LEADERSHIP - embedded across curriculum and targeted in Health classes. The Grade Level Series moves from Competencies to Action Tasks to Participatory Projects to Impact Initiatives. Competencies include and sourced in part from AB Ed: Critical Thinking, Problem-Solving, Creativity, Innovation, Collaboration, Management, Communication, Multiculturalism, Personal Wellbeing, Growth Mindset, and Self-Direction.	Compete ncies and Action Tasks	Competen cies and Action Tasks	Compete ncies and Action Tasks	Competen cies and Habits for Leader in Me and Action Tasks	Competen cies and Habits for Leader in Me and Participato ry Projects (within Leadership Club)	Compete ncies and Habits for Leader in Me and Participat ory Projects (within Leadershi p Club)	Competen cies and Habits for Leader in Me and Participat ory Projects (within Leadershi p Club)	Compete ncies and Habits for Leader in Me and Impact Initiatives (within Leadershi p Club)	Compete ncies and Habits for Leader in Me and and Impact Initiatives (within Leadershi p Club)	Competen cies and Habits for Leader in Me and Impact Initiatives (within Leadershi p Club)	CTS Modules (Recreatio nal Sport, Communit y Volunteeri sm, Communit y Enhance ment, Early Learning and Child Care)	CTS Modules (Recreatio nal Sport, Communi ty Volunteeri sm, Communi ty Enhance ment, Early Learning and Child Care)	CTS Modules (Recreatio nal Sport, Communit y Volunteeris m, Communit y Enhancem ent, Early Learning and Child Care)

COURSE	K	1	2	3	4	5	6	7	8	9	10	11	12
FNMI - Holistic and Thematic Resource Modules are tiered from K to 9, and within each Grade Level Theme are opportunities for Indigenous Models/ Individuals or Groups for exemplars in Leadership, Entrepreneurship, and Global Awareness. This can be done with Guest Speakers or with in-class research.	Entrepren eurs and Leaders in Present or Past Local Context				Entreprene urs and Leaders In Present or Past Greater Context					Entrepren eurs and Leaders n Present or Past Global Context			