**CASE STUDY:**

**MARKET NICHE**  
Animal Nutrition & Feed Ingredients

**POSITIONS NICHE**  
Sales

**JOB TITLE**  
Industrial Sales Senior Group Manager

**CLIENT**  
Roquette
COMPANY
Roquette America

POSITION
Industrial Sales Senior Group Manager

LOCATION
Geneva, IL

For more information contact:
Robbie Ropella
President of Executive Search
Ropella
850-983-4883
Robbie@ropella.com
Roquette America

Nature at the Service of Industry
The Roquette group is one of the top-ranked processors of starch and the world leader in polyols, pyrogen-free raw materials, and dry sugars.

Roquette converts four vegetables into raw materials essential to industry: maize, wheat, potatoes, and peas. They produce more than 650 by-products from these raw materials including:

- Starch products
- Sugars and dietary fibers
- Polyols
- Derivatives of fermentation and fine chemistry products
- Proteins and their derivatives
- Fibers, oils and soluble products

The products produced are essential to a broad range of markets and applications, the most significant of which include: human nutrition, paper and board, fermentation, chemistry, pharmaceutical, and animal feed.

This range reflects an innovative spirit and careful diversification, with a focus on quality, which makes Roquette a trusted supplier to the largest companies in the world.

Innovation
As early as the beginning of the 1950s, Roquette made research the core feature of its corporate strategy. This focus, to a great extent, explains its tremendous diversification.

The Group's research activities cover biochemistry, microbiology, and analytical control fields, as well as the development of new technology and applications.

Thanks to over 300 researchers and technicians, Roquette's Research Centre files an average of 20 patent applications a year, signs more than 100 research-partnership agreements, and has built close ties with universities and laboratories around the world.

With nutrition, health, and vegetable-based chemistry, Roquette is today
exploring fresh opportunities in terms of sustainable development and renewable agro-resources (including micro-algae).

**Maximum Quality**

At Roquette, quality is an integral part of the production process: perfect traceability of renewable raw materials, production techniques compliant with the most demanding standards in terms of treatment, purity and environmental protection, all resulting in ingredients of impeccable quality.

**Roquette Worldwide**

The Roquette group has an international presence with 18 production sites and 12 offices on 3 continents: 15 in Europe, 3 in the US, 1 in Mexico, 10 in Asia, and 2 in India. Roquette America is the regional operating subsidiary of Roquette France.

These many different locations respond to the requirements for profitable, local production, while guaranteeing customers supply reliability and a high level of service that are identical no matter where they are located worldwide.

**Corporate Culture**

Roquette America employees are hard-working, and team members work for a company that invests in their employees and fosters the desire for their employees to expand and grow. All of the divisions work together in this close-knit organization. It’s not unheard of for the CEO to walk down the hallway and know each employee’s name and what they do. The Executive Leadership team is a group of seven individuals with all very different personalities. Some are cautious, others are risk takers, but they work together to form a cohesive, effective, and strategic team. Roquette is also a listening company that encourages its employees to share their perspective and debate freely. All employees are encouraged to get involved in their community.

**More Information:**

www.roquette.com
Management Information

Xavier Lescieux,
Industrial Sales Department Manager

Xavier began his career with Roquette Freres in 1994 as Technical Support Manager. In 1997, he was promoted to the position of Food Business Unit Manager with responsibilities to ensure proper Roquette method applications to the UK and Ireland markets. From 2001 until 2004, he held a similar position but concentrated on the French market. After 2004, Xavier held the position of Key Account Manager for key European accounts such as Nestle, Unilever, Heinz, Campbell’s and others, until coming to the Industrial Sales Department of Roquette America in 2008.

Xavier’s primary responsibilities focus on proactively managing and developing Roquette’s sales in different areas of Animal Feed, Vegetable Chemistry, Fermentation, Industrial, and Paper.

Xavier resides in the Chicagoland area with his wife Valérie, and children: Paul, age 17; Théo, age 15; and Agathe, age 10. Xavier enjoys running, biking and rugby.
Industrial Sales Senior Group Manager

The Industrial Sales Sr. Group Manager will be responsible for developing and executing programs for the Industrial, Chemical and Animal Nutrition Strategy within Canada, Mexico, and the United States for the purpose of generating significant new sales consistent with the Sales Division’s objectives.

A primary focus of this position will be in providing sales development and leadership for the Industrial Business Unit which includes Animal Nutrition, Fermentation, Chemical, Industrial, Paper and Bio Based Monomers and Polymers for the Chemical and Industrial market; growing revenue through customer development, diversification and maintenance; leading the development of sales to new markets; nurturing and developing new product sales opportunities; collating competitive intelligence; developing and implementing key account plans; budgeting and sales forecasting; contract development and implementation; participating in corporate initiatives; participation at key industry exhibitions and trade shows; and troubleshooting customer problems. Extensive travel in the USA, Mexico and Canada will be required (40-50% is probable, and at times higher).

The successful candidate will be required to quickly become an expert in the specific markets and technologies for the Industrial Applications associated within the geographic customer base.

Key Responsibilities

- Manage Industrial Business Unit, responsible to develop and lead projects with targeted customers within the Industrial market by serving as the primary liaison with Roquette America’s Marketing and Application teams to rapidly grow revenue and margin.

- Directly develop and lead projects with targeted customers within the Industrial B/U Segment to rapidly grow revenue and margin.

- Develop and execute against a cohesive three year plan to grow revenue and margin in priority market segments.

- Gather and analyze customer needs and interests.

- Identify new opportunities for existing and new products/services.

- Develop sustainable solutions to customer’s challenges.
- Provide customers and sales team members with clear and easy to understand information about our uniquely differentiated product innovations, solutions, and services.
- Communicate openly with internal staff to convey a timely understanding of customer needs and feedback.
- Facilitate the development and implementation of Roquette’s next generation products and innovative solutions.
- Create and attain specific sales targets with defined project objectives.
- Other typical Sales Management tasks such as budgeting, forecasting, and limited administrative duties associated with the effective implementation of the Sales Division’s strategy.

Qualifications
- BS/BA degree in Chemistry, Science, associated field and/or equivalent experience
- MBA degree in Marketing, Science, associated field or equivalent experience is preferred
- Minimum of 3-5 years Sales Management Experience
- Minimum 5 years experience in Ingredient or B2B Sales & Market development in a technical or related discipline to a diverse customer base, with experience in developmental selling
- Experience in one of the priority market segments is preferred
- Demonstrated Sales Management abilities
- Demonstrated outstanding external and internal presentation and overall communication skills
- Demonstrated leadership qualities; strong motivational skills, and ability to develop rapport with cross functional teams including teams in America and Internationally
- Demonstrated ability to develop strategic programs effectively
- Demonstrated ability to learn, assimilate and apply complex technical information quickly
- Demonstrated negotiation skills
- Proficient with computer software programs including MS Office Suite (Word, Excel, Outlook & PowerPoint)
- Extensive industry contacts preferred.
Located 40 miles west of Chicago, Geneva is within easy driving distance of a major metropolis while offering the charm of a pleasant suburb. This city of roughly 19,000 people offers an extensive shopping district, established neighborhoods, an award-winning school system, and extensive recreational opportunities.

Geneva is known for its excellent schools. There are 6,000 students in nine schools in the 23-square-mile school district, which is comprised of one high school, two middle schools, and six elementary schools.

Geneva is well known in the region as a quaint, charming, historic town. Part of what creates Geneva's character is its historic architecture. Trees and yards are an integral part of Geneva's sense of place. Geneva still retains a large number of its mid-to-late 19th century homes. Many are in specific architectural styles such as Italianate, Greek Revival, and Queen Anne. Many of the older houses are of a common vernacular and built in some part with locally-quarried stone found along the river. These separate styles blend together to create an atmosphere of refined and understated elegance, perhaps reflecting the taste of the New England roots of Geneva's earliest settlers.

Geneva is a popular tourist destination with its scenic location along the Fox River and well-known shops and restaurants. Downtown Geneva is home to a marketplace of over 100 specialty shops nestled in historic storefronts and charming Victorian style homes, while also offering the Geneva Commons, which provide large name-brand stores for one stop shopping convenience.

Geneva boasts beautiful natural areas with access to winding bike trails, cross-country skiing, kayaking, canoeing, horseback riding, and nature trails including the renowned Fabyan Forest Preserve. The park district has constructed bike/pedestrian trails, playgrounds, parks, athletic fields, an outdoor aquatic center & water spray ground, a community center, a recreation center, two fitness centers, and a skate park as well as many acres of open space. Geneva has 50 parks, occupying over 700 acres and 3,000 recreation programs offered annually.

Geneva provides ample opportunity for recreation, whether one enjoys exceptional music, attending Broadway caliber productions, exploring local museums, or even catching a ball game (Geneva is home to the professional minor league baseball team, The Kane County Cougars). This city hosts many annual festivals and community events giving it a distinctly “hometown” feel.
Geneva, IL Area Links

City
Welcome to Geneva, IL
www.genevachamber.com

City of Geneva
www.geneva.il.us

Shopping
Geneva Commons
www.shopgenevacommons.com
Kane County Flea Market
www.kanecountyfleamarket.com
Geneva Downtown Shops
www.genevadowntown.org/downtowngeneva.html

Music & Entertainment
Dellora A. Norris Cultural Arts Center
www.norrisculturalarts.com
Hemmens Cultural Center
www.hemmens.org
Paramount Theatre
www.paramountarts.com
Steel Beam Theatre
www.steelbeamtheatre.com
Fox Valley Ice Arena
www.foxvalleyicearena.net

Historical Sights
Preservations Partners of Fox Valley
www.ppfv.org
Geneva Historical Center
www.genevahistorycenter.org/genevahistorycenter.html

Parks
Geneva Parks District
www.genevaparks.org

Education
Geneva School District
www.geneva304.org

Sports
Kane County Cougars
www.kccougars.com

Realtors
Coldwell Banker Primus Realty
www.cbprimus.com
Re/max Excels – The Kombrink Team
www.kombrink.com
Realty Executives Fox Valley
www.realtyexecutivesfoxvalley.com
www.google.com
Chicago, IL

Chicago is located in northeastern Illinois at the southwestern tip of Lake Michigan. It sits on the continental divide at the site of the Chicago Portage, connecting the Mississippi River and the Great Lakes watersheds. The city lies beside Lake Michigan, and two rivers — the Chicago River in downtown and the Calumet River in the industrial far South Side. Chicago's history and economy are closely tied to its proximity to Lake Michigan. While the Chicago River historically handled much of the region's waterborne cargo, today's huge lake freighters use the city's far south Lake Calumet Harbor. The Lake also moderates Chicago's climate, making it warmer in the winter and cooler in the summer.

The city lies within the humid, continental climate zone, and experiences four distinct seasons. Summers are warm & humid with average high temperatures of 80-84°F and lows of 61-65 °F. Winters are cold, snowy, and windy, with temperatures below freezing. Spring and Fall are mild with low humidity. Chicago's yearly precipitation averages about 34 inches. Summer is typically the rainiest season, with short-lived rainfall and thunderstorms more common than prolonged rainy periods. Winter precipitation tends to be more snow than rain.

The outcome of the Great Chicago Fire led to the largest building boom in the history of the nation. In 1885, the first steel-framed high-rise building rose in Chicago ushering in the skyscraper era. Today, Chicago's skyline is among the world's tallest and most dense. Downtown's historic buildings include the Chicago Board of Trade Building in the Loop, with others along the lakefront and the Chicago River. Once first on the list of largest buildings in the world and still listed twentieth, the Merchandise Mart stands near the junction of the north and south river branches. Presently the four tallest in the city are the Sears Tower, Trump International Hotel and Tower, the Aon Center, and the John Hancock Center. The city's architecture includes lakefront, high-rise, residential towers, low-rise structures, and single-family homes. Chicago Avenue Pumping Station in the Old Chicago Water Tower District along the Magnificent Mile

Various types of houses, townhouses, condominiums, and apartment buildings can be found in Chicago. Large swaths of Chicago's residential areas away from the lake in the so-called “bungalow belt” are characterized by bungalows built from the early 20th century through the end of World War II.

Chicago has the third largest gross metropolitan product in the nation — approximately $440 billion according to 2007 estimates. The city has
also been rated as having the most balanced economy in the United States, due to its high level of diversification. Chicago was named the fourth most important business center in the world in the MasterCard Worldwide Centers of Commerce Index. Additionally, the Chicago metropolitan area recorded the greatest number of new or expanded corporate facilities in the United States for six of the past seven years.

Chicago is a major world financial center, with the second largest central business district in the U.S. The city is the headquarters of the Federal Reserve Bank of Chicago. The city is also home to three major financial and futures exchanges, including the Chicago Stock Exchange, the Chicago Board Options Exchange, and the Chicago Mercantile Exchange.

The city and its surrounding metropolitan area are home to the second largest labor pool in the United States with approximately 4.25 million workers.

There are 680 public schools, 394 private schools, 83 colleges, and 88 libraries in Chicago proper. Chicago Public Schools, is the governing body of a district that contains over 600 public elementary and high schools citywide, including several selective-admission magnet schools. The school district, with an enrollment exceeding 400,000 students, ranks as third largest in the U.S. Private schools in Chicago are largely run by religious groups. The two largest systems are run by Christian religious denominations, Roman Catholic and Lutheran, respectively. The Roman Catholic Archdiocese of Chicago operates the city’s Roman Catholic schools. In addition to Chicago’s network of 32 Lutheran Schools, Chicago also has private schools run by other denominations and faiths such as Ida Crown Jewish Academy in West Rogers Park, and the Fasman Yeshiva High School in Skokie, a nearby suburb. There are also a number of private schools run in a completely secular educational environment.

Chicago is also home of the prestigious Chicago Academy for the Arts, an arts high school focused on 6 different categories of the arts, Media Arts, Visual Arts, Music, Dance, Musical Theatre, and Theatre. It has been heralded as the best arts high school in the country.

When Chicago incorporated in 1837, it chose the motto “Urbs in Horto”, a Latin phrase which translates into English as “City in a Garden”. Today the Chicago Park District consists of 552 parks with over 7,300 acres of municipal parkland as well as 33 sand beaches along Lake Michigan, nine museums, two world-class conservatories, 16 historic lagoons and 10 bird and wildlife gardens. Nine lakefront parks render the Chicago Park District the nation’s largest municipal harbor system. In addition to ongoing beautification and renewal projects for existing parks, a number
of new parks have been added in recent years, most notably Millennium Park. The wealth of greenspace afforded by Chicago's parks is further augmented by the Cook County Forest Preserves, a network of open spaces containing forest, prairie, wetland, streams, and lakes that are set aside as natural areas which lie along the city's periphery, home to both the Chicago Botanic Garden and Brookfield Zoo.

Chicago's theatre community spawned modern improvisational theatre. Two renowned comedy troupes emerged — The Second City and I.O. Renowned Chicago theater companies include the Steppenwolf Theatre Company, the Goodman Theatre, and the Victory Gardens Theater. Chicago offers Broadway-style entertainment at theaters such as Ford Center for the Performing Arts Oriental Theatre, Bank of America Theatre, Cadillac Palace Theatre, Auditorium Building of Roosevelt University, and Drury Lane Theatre Water Tower Place.

Classical music offerings include the Chicago Symphony Orchestra, recognized as one of the finest orchestras in the world, which performs at Symphony Center. Also performing regularly at Symphony Center is the Chicago Sinfonietta, a more diverse and multicultural counterpart to the CSO. In the summer, many outdoor concerts are given in Grant Park and Millennium Park.

Chicago cuisine lays claim to a large number of regional specialties, all of which reflect the city's ethnic and working class roots. Included among these are its nationally-renowned, deep-dish pizza, although locally, the Chicago-style thin crust is also popular. Among the largest chains in Chicagoland with this area of specialty are Home Run Inn, Rosati's and Aurelio's. The Chicago-style hot dog, typically a Vienna Beef dog loaded with an array of fixings that often includes Chicago's own neon green pickle relish, yellow mustard, pickled sport peppers, tomato wedges, dill pickle spear and topped off with celery salt. There are two other distinctly Chicago sandwiches, the Italian beef sandwich, and the Maxwell Street Polish. Portillo's is one of the most dominant chains among local restaurants specializing in Chicago-style cuisine.

The grand tour of Chicago cuisine culminates annually in Grant Park at the Taste of Chicago, the largest food festival in the world. Chicago features a number of celebrity chefs, a list which includes Charlie Trotter, Rick Tramonto, Jean Joho, Grant Achatz, and Rick Bayless. Chicago has in recent decades developed into one of the world's premiere restaurant cities. Some of the most notable restaurants in Chicago are Gibson's Steakhouse, The Berghoff, Harry Caray's Steakhouse, Ditka's Steakhouse, Hard Rock Chicago, and Goose Island Brewery.
Chicago, IL Area Links

**Area Links**
City of Chicago  
www.cityofchicago.org
Chicago Convention Bureau  
www.choosechicago.com
Explore Chicago  
www.explorecchicago.org

**News Publications**
Daily Herald  
www.dailyherald.com
Chicago Tribune  
www.chicagotribune.com
Chicago Sun-Times  
www.suntimes.com

**Education**
Chicago Public Schools  
www.cps.edu
Chicago Education  
www.chicagoeducation.com

**Professional Sports**
Chicago Bears  
www.chicagobears.com
Chicago Blackhawks  
blackhawks.nhl.com
Chicago Bulls  
www.nba.com/bulls
Chicago Cubs  
chicago.cubs.mlb.com
Chicago Fire  
chicago.fire.mlsnet.com
Chicago White Sox  
chicago.whitesox.mlb.com

**Shopping**
Chicago Shopping  
www.chicago.com/shopping
Downtown Shopping  
www.mypersonalcityshopper.com
Magnificent Mile  
www.themagnificentmile.com

**Arts and Entertainment**
Chicago Theatre  
www.thechicagopteatre.com
Symphony Orchestra  
www.cso.org
Navy Pier  
www.navyier.com
Millennium Park  
www.millenniumpark.org
Adler Planetarium  
www.adlerplanetarium.org
Shedd Aquarium  
www.sheddrium.org
Lincoln Park Zoo  
www.lpzo.org
Brookfield Zoo  
www.czso.org

**Real Estate**
Great Chicago Real Estate  
www.greatchicagorealestate.com
Rubloff Real Estate  
www.rubloff.com
Chicago Neighborhoods  
www.dreamtown.com
If you have open positions in your organization, give us a call and put our people and our process to work for you.

For more information contact:
Robbie Ropella
President of Executive Search
Ropella
850-983-4883
Robbie@ropella.com
Skill Survey for:
Industrial Sales Sr. Group Manager

Please type your answers in blue.

Name: 
Date: 

1. Outline University Degree(s) with date(s):
   (Please provide the Name, the Location and the Phone # of each Institution & YOUR BIRTHDATE – so we can conduct degree confirmation check.) Note: This date is required in degree confirmation checks and will only be used for that purpose. Your birth date will not be supplied to the client.

2. Describe your knowledge in formulations and/or any other hands-on R&D/Product Development experience.

3. What is your total # of years in territory sales roles and/or distribution management for Industrial and Chemical applications such as polymers, resins, coatings, surfactants, etc?

4. Describe the size of your sales team’s sales volume and what was the average and largest total percentage of growth in revenue, over one year?

5. Describe your international business experience. What percentage of your time was focused overseas versus the US?

6. Outline your experience leading and developing a high performing sales team specifically within the Industrial and Chemical market. Tell us about the number of employees you have managed in each management role, how long did you manage them, and provide a brief description of their level of experience.

7. Describe your style of sales management. How do you hold people accountable? What kind of metrics or monitoring/activity tracking systems do you use?

8. What are your circumstances regarding relocation to Geneva, IL? Are there any special issues we should be aware of? (Such as: Spouse’s work? Ages/relocating children at home? Joint custody issues? Parental care? Special issues regarding selling your home?)
9. If asked one of the following questions during an interview, how would you answer?
   Why are you considering this opportunity? (or)
   What’s motivated you to consider a job change at this time?

10. If we were to speak to your current boss when doing references, how do you believe
    he/she would describe your performance and your strengths and weaknesses?

References
Please provide three to six references. The first priority is past bosses, then employees, then
peers.

Example: Bob Smith, currently – VP of Sales at ABC Chemical 412-123-4567, Email:
bob.smith@abcchem.com.
Was Director of Sales, my direct boss, while I was Regional Sales Manager at ABC
Chemical.

We will NOT contact any references until after completing the
interview process and not without notifying you first.

1) 
2) 
3)
Our scorecard is a form you complete on every candidate you have now screened as a potential fit. If you can tell that some of the candidate’s are probably C level in a superficial overview in comparison to others you set those aside now and grade the rest. The scorecard will help you objectively weigh all the Must Haves and even the preferences in such a way that at the end of using the scorecard process you can be pretty sure who the A plus candidates are, who the A candidates are, and who the B candidates are. Then we focus on scheduling for the A’s.

<table>
<thead>
<tr>
<th>Attribute</th>
<th>A/B/C</th>
<th>Comment</th>
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<tbody>
<tr>
<td>1. Education</td>
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<tr>
<td>A = BS/BA in Chem or ChemE and MBA</td>
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<tr>
<td>B = BS/BA in Chem or Chem or ChemE</td>
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<tr>
<td>C = only BS in something other than above</td>
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<td>2. Exp in formulations and/or hands-on R&amp;D/Product Development</td>
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<td>A = Yes</td>
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<td>B = Somewhat</td>
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<td>C = No</td>
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<td>3. Exp in territory sales roles and/or distribution management for Industrial &amp; Chemical Applications such as polymers, resins, coatings, surfactants, fermentation, animal nutrition.</td>
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<td>A = Yes, 5 or more</td>
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<td>B = Somewhat, 3-5</td>
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<td>C = No, less than 3</td>
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<td>4. International business experience</td>
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<td>A = Yes</td>
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<td>B = Somewhat</td>
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<td>C = No</td>
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<tr>
<td>5. Exp leading and developing high performing sales team specifically within the Industrial/Chemical market</td>
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<td>A = Yes</td>
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<td>B = Somewhat</td>
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<td>C = No</td>
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<td>6. Exp in sales management</td>
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<td>A = Yes, 5 or more</td>
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<td>B = Somewhat, 3-5</td>
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<td></td>
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<tr>
<td>C = No or less than 3</td>
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</tbody>
</table>
Our scorecard is a form you complete on every candidate you have now screened as a potential fit. If you can tell that some of the candidate’s are probably C level in a superficial overview in comparison to others you set those aside now and grade the rest. The scorecard will help you objectively weigh all the Must Haves and even the preferences in such a way that at the end of using the scorecard process you can be pretty sure who the A plus candidates are, who the A candidates are, and who the B candidates are. Then we focus on scheduling for the A’s.

<table>
<thead>
<tr>
<th>7. Relocation to Geneva, IL</th>
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<tbody>
<tr>
<td>A = Yes, no issues and/or lives in the area</td>
<td>B = Some issues but nothing major</td>
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<thead>
<tr>
<th>8. Compensation: 110K to 130K with bonus 18%</th>
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<tbody>
<tr>
<td>A = 120K to 130K</td>
<td>B = 100K to 110K or 130K to 140K</td>
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<thead>
<tr>
<th>9. Job Changes/Stability</th>
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<tbody>
<tr>
<td>Total Number of Job changes:</td>
<td></td>
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<tr>
<td>Average number of yrs working:</td>
<td></td>
</tr>
<tr>
<td>A = Avg. yrs = 5-10</td>
<td>B = Avg. yrs = 3-5</td>
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<table>
<thead>
<tr>
<th>Grading Point System:</th>
<th>Total Points</th>
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<tbody>
<tr>
<td>A’s = 4</td>
<td>Divided by __ grades =</td>
</tr>
<tr>
<td>B’s = 3</td>
<td>Avg. Grade</td>
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<tr>
<td>C’s = 2</td>
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<tr>
<td>Bonus Points = 1</td>
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<tr>
<td>Now add up the numerical value of each grade and then divide by the total number of grades</td>
<td></td>
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</tbody>
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