Cosmetic and Personal Care Manufacturing
Case Study:

Includes:
Opportunity Marketing Piece
Skills Survey
Grading Sheet

Contact:
Jeff Bennett
VP of Client Services
850-983-4871
bennett@ropella.com
COMPANY
Aquea Scientific

POSITION
CEO

LOCATION
New York, NY

For more information contact:
Jeff Bennett
VP Business Development
ROPELLA
850-983-4871
bennett@ropella.com
Aquea Scientific

Aquea Scientific was founded in 2005 and leverages the combined business development efforts of Dan Traynor, Dave Compton, Steve Markowitz and Kevin McGovern. Each individual holds a unique piece of the Aquea puzzle. Steve had been the Chairman of a publicly traded company and venture capital firm, Dave had been CEO of two previous successful start-up companies, Dan had the scientific building blocks of the technology and Kevin had been very successful in developing the Alpha Hydroxy Acid family of skin care patents.

The four have gone on to create the Aquea Delivery System™, which enables cosmeceutical additives to be applied to the skin in an aqueous environment, as part of a formulation with existing soap or shampoo products. The Aquea Delivery System is the impetus that created an entirely new Wash On™ category that enables efficacious active ingredients to remain on skin and hair even after thorough cleansing. This technology represents a significant breakthrough in an area that has been eluding cosmetics and soap industry scientists for decades. Aquea’s challenge was getting surfactant products, which are inherently designed to remove dirt and oils, to successfully apply an ingredient onto the skin, while still retaining their original performance characteristics.

The Aquea Delivery System is the basis of their revolutionary introductory product, Aquea SPF™, the first fully functional wash-on UVA / UVB sunscreen for everyday use. But Aquea Scientific is also developing, in coordination with some of the world’s largest personal care companies, new proprietary and custom ingredients to expand its offerings beyond sunscreen including bug repellent, acne treatments, bronzers, and skin lighteners just to name a few.
The Aquea Delivery System™
Aquea Scientific Corporation's multi-patented Aquea Delivery System was created as a vehicle by which active ingredients can be incorporated into surfactant-based systems and deposited on negatively-charged substrates (either natural or induced) such as skin, hair and textiles. The delivery system allows for a wide diversity of active ingredients; customizable delivery to designated target sites (e.g. surface of, or controlled penetration into stratum corneum). It leverages concepts based on Ceramic Chemistry (also known as Sol-Gel Chemistry): the same technology used in fiber optics and semiconductors. This revolutionary innovation provides an extensible delivery system that works by three modes of action:

- Electrostatic Charge
- Polymer Matrix
- Particle Size and Molecular Weight Control

Aquea Scientific Corporation-Mission Statement
Aquea Scientific Corporation's mission is to leverage unique and patented delivery systems to enhance and differentiate internal and customer's products in consumer, commercial and industrial markets. Their success relies on a proactive entrepreneurial workforce dedicated to safety, quality, and innovation focused on customer satisfaction. The goal is to grow the company into an industry leader known for integrity, innovative solutions and strong customer and employee loyalty.

Corporate Culture
Aquea Scientific promotes an entrepreneurial mindset that is oriented for growth. Ideas and concepts are discussed openly and freely. The ability to ebb and flow in this start-up environment is essential and encouraged.

More Information:
Company web sites have extensive information about operations, philosophy, principles, and more.
aqueascientific.com
www.washon.com
Steven M. Markowitz

Co-founder and Board Member
In 2001, Steve founded Stockton Funds, LLC, a private equity firm specializing in high technology investments. Stockton Funds engages in early-stage investment and advises companies in the following areas: Internet, loyalty, direct marketing, e-commerce, consumer marketing, personal care and emerging technologies. A description of current investments may be found at www.stocktonfunds.com.

From 1996 to 2001, Steve was founding chairman and chief executive officer of MyPoints.com, Inc. (NASDAQ: MYPT), the first and largest online loyalty program. Steve led the company to annual revenue of $64 million and consumer membership of 16 million, and he spearheaded the company’s joint ventures and licensing in Europe, Japan and Latin America. Under Steve’s leadership, MyPoints raised more than $260 million through an initial public offering and secondary public offering of shares. The Wall Street Journal ranks MyPoints’ public offering as one of the Top 20 performing IPOs of 1999. MyPoints was acquired by UAL Corp.’s new venture unit in 2001.

Prior to founding MyPoints, Steve worked as an analyst with Fidelity Investments and a financial journalist for Dow Jones & Co., both in Tokyo. Steve is fluent in Japanese. He holds an M.B.A. from the University of California at Berkeley, Haas School of Business and an A.B. in East Asian Languages (high honors) from the University of California at Berkeley.

David L. Compton

Chief Executive Officer
Dave’s credentials include over 20 years experience as a senior executive in Manufacturing, Sales and Marketing with Personal Care and Financial Services companies. In 2002, Dave was the founder and CEO of Peak Performance Products, Inc., a developer of sunscreens designed for professional athletes, including Peak High Performance SPF 30 Sunscreen and Peak SPF 30 Lip Balm. In 2003, Peak developed FLIP, a bar soap with sunscreen. FLIP was the derivation of a formula created for the Peak line, which was impervious to wash off and would last for up to two days – a
logical predecessor to the unique qualities of Aquea SPF™. Prior to 2002, Dave served as Executive Vice President for Trading Markets Financial Group, a financial publishing company serving more than 40,000 active traders. Dave managed the company’s sales, marketing, advertising and business development departments. Prior to Trading Markets, Dave was CEO of Opportunities in Options, a financial trading company. Under Dave’s leadership, the company grew to more than 150 employees from a staff of 10 and expanded from its headquarters in Ojai, California to regional offices in Denver, Chicago and Los Angeles. OIO grew to become, at the time, the largest privately-held futures trading brokerage in the U.S., with a global base of thousands of traders.

Daniel H. Traynor

Chief Scientist

Dan Traynor is the inventor of the revolutionary Aquea Delivery System™. Dan’s research history includes the study of rapid penetrating creams and gels, new combinations of polymers and phospholipids-based products, and pharmaceutical and skincare delivery systems. From 1995 to 2004, Dan was Director of Sunsation Tanning Products, Inc., a designer and manufacturer of skin and hair care products, including its own brands and private label products for celebrity clients and distributors in the U.S. While at Sunsation, Dan also created SunBar, a solid sunscreen that could be used in the shower. Dan’s extensive background includes the development of new flavors and researching problems associated with product stability. He has designed sunscreen and skincare delivery systems, including the implementation of phospholipids technology. Consumer products developed by Dan have included shampoos, conditioners, moisturizers, exfoliators, self tanners, sunscreens and sun blocks as solids, liquids and gels. He also has managed FDA compliance of these products, including researching new drug registration. Dan’s manufacturing experience includes designing equipment for high and low viscosity-based formulations, implementing quality control programs, and setting manufacturing guidelines for standard operating procedures.
Martin S. Flacks

Chief Operations Officer
Marty came to Aquea with over 30 years experience in cosmetics, fragrance and personal care. A registered Pharmacist, he worked as a Chemist at Lehn & Fink Products developing OTC, cosmetic and fragrance products and moved to Ortho Pharmaceutical as a Scientist where he also served as a Teaching Associate for the Rutgers University College of Pharmacy Externship Program. In 1984, he became Manager of R&D at Warner Cosmetics – at the time, the leading U.S. fragrance company. When acquired by L’Oréal, Marty progressed from Manager of Skin Care and Fragrance R&D to R&D/Marketing Liaison to Marketing Brand Manager, Giorgio Armani Fragrances. In 1988, he joined Calvin Klein Cosmetics Company as Director of R&D, which became Unilever Cosmetics International. As Vice President Global Product Development and Quality Assurance, Marty was responsible for the development of new products, brand maintenance, pilot scale-up and manufacture of all bulk product. He also set the standard for scientific integrity and ethical performance of products and staff, assuring product integrity and safety for all UCI products. After UCI was acquired by Coty, Inc., Marty became intrigued by Aquea’s breakthrough technology and began consulting in April 2006, becoming a full time member of the team in June. Marty is a member of the Southern California Chapter of the Society of Cosmetic Chemists.

Cynthia A. Klein

Chief Sales & Marketing Officer
Cynthia has extensive sales and marketing expertise in the personal care industry, holding various senior management positions in Los Angeles, London, New York and Zurich for several top ingredient suppliers. Most recently, she lived and worked in Switzerland for Induchem AG as Chief Marketing Officer, responsible for sales, marketing, R&D and operations for both specialty ingredients and contract manufacturing of finished products. In 2002, she started up Induchem USA in New York and quickly grew the business from one to seven employees with two sales offices. Previously, Cynthia held several positions at ISP, including Sales Manager – West Coast, Marketing Manager – Europe (located in UK) and...
Global Marketing Manager in ISP’s N.J. headquarters. She has also held sales management positions with Lipo Chemicals and Amerchol. Her background includes work in the industrial gas and oil industries, as well. Cynthia holds a B. S. Chemistry from UCLA and an MBA from Pepperdine University.

Kevin McGovern

Chief Strategist and Chairman, Advisory Panel

Kevin is a recognized leader in skin care intellectual property and licensing strategy. He is a rights holder in and coordinates the worldwide licensing program for NeoStrata Inc., which has generated more than 80 patents on the uses and compositions of hydroxy acids. Their mainstay Alpha Hydroxy Acids (AHAs) have been incorporated into approximately 40% of all skin-care products worldwide. The licensing program implemented and standardized by Kevin has resulted in the issuance of more than 40 licenses to such companies as Avon, Beiersdorf, Bristol-Myers Squibb, Chanel, Estee Lauder, Johnson & Johnson, L’Oreal, and Neoteric. Kevin has been a principal negotiator/participant to over 40 strategic alliances, approximately 40% of which have been foreign joint ventures. Mr. McGovern is the principal of McGovern & Associates which specializes in corporate law and intellectual property strategy with an emphasis on emerging businesses, mergers and acquisitions, securities, patent enforcement, corporate and partnership joint ventures, capital formation and R&D financing. He has spoken around the world at various venture, business, and educational meetings regarding capital formation, patent enforcement and maximization of intellectual property value, business alliances, and ventures. As a director of New York Business Roundtable Inc., the U.S. market leader in high-quality business forums, he has brought together financial executives and senior business people.
Noah Doyle

Board Member
Noah Doyle is the founder of Step5 Venture Partners, a new venture capital fund focused on early stage Internet and software based businesses. As an angel investor for over 10 years, Noah has supported over a dozen start-ups including Keyhole (Google), Cantametrix (Gracenote), Amae Software (Verint), Nuvon, Aquea Scientific, Ritter Natural Sciences, Emdigo, Magnacash (Yaga), and i-mint India. Noah most recently directed the enterprise product line for Google’s geospatial products, Google Earth and Google Maps. Prior to Keyhole, Noah helped establish the Internet loyalty rewards marketplace as a co-founder of MyPoints.com, where he led product management and business development functions from the company’s inception through an initial public offering and subsequent acquisition by United Airlines. Prior to MyPoints, Noah was based in Tokyo where he managed overseas sales and marketing for the OEM channel of Matsushita’s (Panasonic) communications equipment subsidiary in Japan. In other roles, he was chairman of the management board of the University of California, Berkeley’s campus bookstore, a $17 million retail operation, and also held product management and operations management roles at IBM/Rational (Pure Atria) and Oracle. Noah holds MBA and BA Economics degrees, as well as certificates in Management of Technology and Global Management from University of California, Berkeley.

Lisa Skeete Tatum

Board Member
Ms. Skeete Tatum is a Partner with Cardinal Partners, an early stage health care venture capital firm in Princeton, NJ. At Cardinal, she focuses on investments in health technology and devices. She has led the firm’s investments in AthenaHealth, AllianceCare, AxoGen, Inspired Technologies, IPNI, MitralSolutions, Nexcura, Parkstone, and TechRx. Ms. Skeete Tatum currently serves on the Board of Directors of AllianceCare, AxoGen, Inspired Technologies and as Chairman of the Board of MitralSolutions.
Prior to joining Cardinal, Ms. Skeete Tatum worked for Procter & Gamble in various global and functional roles including Product Development, Purchasing and Product Supply. She was also a Managing Director at Circle of Beauty, a health and beauty joint venture start-up funded by Sears.

In addition, she founded her own consulting firm specializing in strategic operational development for medium-sized consumer products companies.

Ms. Skeete Tatum received her B.S. in Chemical Engineering from Cornell University and her M.B.A. from Harvard Business School.

Ms. Skeete Tatum is on the board of trustees for Cornell University, and serves on the boards of the Kauffman Fellows Program (Center for Venture Education), the Princeton Healthcare System Foundation, the Harvard Business School Alumni Advisory Board and the Cornell University College of Engineering Alumni Association. She is also a member of the Committee of 200, the President’s Council of Cornell Women and the Cornell Council.
CEO

Position Information

Opportunity Summary
Provide leadership to position the company at the forefront of the Personal Care Products and Cosmetic Additives industry. Develop a strategic plan to advance the company's mission and objectives and to promote revenue, profitability and growth as an organization. Oversee company operations to insure production efficiency, quality, service, and cost-effective management of resources. Develop and grow a new category of “Wash On” products.

Primary Function:
- Development and execution of overall self created corporate strategy.

Top Objectives:
- Grow sales pipeline by 50% in 2009.
- Ink agreements for at least three major product launches in 2009.
- Manage major new product introduction (i.e. Aquea SPF version 2).
- Drive start of new product platform R&D effort.
- Recruit top new team members in R&D, sales, and marketing.

Principal Responsibilities:
- Develop a strategic plan to advance the company's mission and objectives and to promote revenue, profitability, and growth as an organization.
- Develop new products and manage R&D while establishing product strategies.
- Oversee company operations to insure production efficiency, quality, service, and cost-effective management of resources.
- Plan, develop, and implement strategies for generating resources and/or revenues for the company.
- Identify acquisition and merger opportunities and direct implementation activities.
- Approve company operational procedures, policies, and standards.
- Review activity reports and financial statements to determine progress and status in attaining objectives and revise objectives and plans in accordance with current conditions.
- Evaluate performance of executives for compliance with established policies and objectives of the company and contributions in attaining objectives.
- Promote the company to local, regional, national, and international constituencies.
- Build company and relationships to support liquidity event, e.g. IPO or acquisition, within five years.
- Present company report at Board of Director meetings.
- Direct company planning and policy-making committees.

**Experience:**
- Experience working in Personal Care Specialty Chemicals or Brand Development within a Consumer Goods Company
- Successful entrepreneurship in the formation of new companies or commercialization of technology
- Strong understanding of capital markets and demonstration of knowledge in value-creation
- Ability to interact with venture capital firms
- Experience in formulating policy, and developing and implementing new strategies and procedures.
- Ability to develop financial plans and manage resources
- Ability to analyze and interpret financial data.
- Experience in successfully working with board of directors.
- MBA or other advanced degree.

**Personal Attributes:**
- Visionary and strategic, able to perceive growth opportunities.
- Innovative, creative, makes connections, curious and always learning.
- Consumer, customer, and market focused, aware, and driven.
- Proactive, energetic, a self-starter.
- Attitude and ability to work in team environment, a strong team builder and effective collaborator.
- Multi-cultural/international awareness and sensitivity.
- Strong communicator with the ability to manage remote locations, telecommuting employees.
New York, NY

Area Information

New York City is the most populous city in the United States, while the New York metropolitan area ranks among the world’s most populous urban areas. It is a leading global city, exerting a powerful influence over worldwide commerce, finance, culture, fashion and entertainment. The city is also an important center for international affairs, hosting the United Nations headquarters.

Located on the Atlantic coast of the Northeastern United States, the city consists of five boroughs: The Bronx, Brooklyn, Manhattan, Queens, and Staten Island. It is the most densely populated major city in the United States, with an estimated 8,274,527 people occupying just under 305 square miles (790 km²). The New York metropolitan area’s population is also the nation’s highest, estimated at 18,815,988 people over 6,720 square miles (17,400 km²).

New York is notable among American cities for its high use and 24-hour availability of mass transit, and for the overall density and diversity of its population. Nearly 170 languages were spoken in the city and 36% of its population was born outside the United States. The city is sometimes referred to as “The City that Never Sleeps”, while other nicknames include Gotham and the Big Apple.

New York City has many landmarks and neighborhoods that are world famous. The Statue of Liberty greeted millions of immigrants as they came to America in the late 19th and early 20th centuries. Wall Street, in Lower Manhattan, has been a dominant global financial center since World War II and is home to the New York Stock Exchange. The city has been home to several of the tallest buildings in the world, including the Empire State Building and the twin towers of the former World Trade Center.
Links

**Area Links**
- Official Web Site
- NYC Go
- NYC.com
- NYC Transit

**Real Estate**
- City Realty
- Citi Habitats
- Daily News

**Education**
- NYC Department of Education
- Colleges and Universities
- Private Schools

**Local News Publications**
- New York Times
- New York Post
- New York Real Estate

**Professional Sports**
- Yankees
- Mets
- Knicks
- Liberty
- Rangers
- Islanders
- Giants
- Jets
- Metrostars
- Magic

**Shopping**
- Shopping Guide
- Top 25 Destinations

**Attractions**
- New York City Attractions
- Central Park Zoo
- New York Aquarium
For more information contact:
Jeff Bennett
VP Business Development
ROPELLA
850-983-4871
bennett@ropella.com

If you have open positions in your organization, give us a call and put our people and our process to work for you.
Skill Survey for: CEO
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.)

2. Describe your experience growing a sales pipeline and what was your greatest percentage of increase in one year.

3. Please outline your experience with licensing agreements for major product launches.
   (Either within Large organizations you’ve worked at or to Large Organizations you were selling to)

4. Describe your experience managing major new product introductions.

5. Outline your experience driving the start of new product platform (R&D efforts) and provide 2-3 examples of your successes.

6. Describe your experience recruiting and building a high performance team and any success you might have achieved.

7. Outline your experience developing strategic plans for a company and/or division.

8. Outline your successful involvement – experience with IPO’s, mergers, joint ventures, and/or acquisitions.

9. What has been your experience interacting with venture capital firms? Describe your involvement.

10. Outline your experience working and/or interacting with Board of Directors.

11. Describe your experience involving entrepreneurial or intrapreneurial opportunities where you were driven to successfully convert business opportunities into sales and profits.
12. 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?

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

   Example: Bob Smith, currently – Director of Sales at ABC Chemical 412-123-4567, Email: bob.smith@abcchem.com.
   Was Director of Sales, my direct boss, while I was Sales Rep. 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>
</tr>
</thead>
<tbody>
<tr>
<td>1. Exp. Growing the Sales Pipeline</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A = 30% or more</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B = 20% or more</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C = &gt;15%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. # of signed new agreements for new product launches in one year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A = 3 or more</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B = 2-3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C = &gt;2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Experience managing new product introductions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A = Yes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B = Somewhat</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C = No</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Experience Driving new product platform R&amp;D efforts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A = Yes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B = Somewhat</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C = No</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Exp working with a CPG Company</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A = 10+ yrs exp.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B = 7+ yrs exp.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C = 5+ yrs exp.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Exp. Recruiting &amp; Building a high performance team (Sls, Mktg, and R&amp;D)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A = Yes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B = Somewhat</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C = No</td>
<td></td>
<td></td>
</tr>
</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. Exp in Brand Management if with a CPG</th>
</tr>
</thead>
<tbody>
<tr>
<td>A = 10+ yrs exp.</td>
</tr>
<tr>
<td>B = 7+ yrs exp.</td>
</tr>
<tr>
<td>C = 5+ yrs exp.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>8. Exp with a PC/S&amp;D Specialty Additives Comp.</th>
</tr>
</thead>
<tbody>
<tr>
<td>A = 10+ yrs exp.</td>
</tr>
<tr>
<td>B = 7+ yrs exp.</td>
</tr>
<tr>
<td>C = 5+ yrs exp.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>9. Exp working with/interacting with Board Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>A = Yes</td>
</tr>
<tr>
<td>B = Somewhat</td>
</tr>
<tr>
<td>C = No</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>10. Communication abilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>A = Speaks clearly. Strong written and verbal communication.</td>
</tr>
<tr>
<td>B = Good written and verbal communication skills but could be better.</td>
</tr>
<tr>
<td>C = Strong accent. Speaks quickly. Needs serious improvement</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>11. Education</th>
</tr>
</thead>
<tbody>
<tr>
<td>A = B.S./B.A. in tech. or business + MBA or Advanced Degree</td>
</tr>
<tr>
<td>B = BS/BA in tech or business</td>
</tr>
<tr>
<td>C = Degree in something else</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>12. Compensation: 250K to 400K with bonus TBD</th>
</tr>
</thead>
<tbody>
<tr>
<td>A = 250K or above</td>
</tr>
<tr>
<td>B = 200K to 250K</td>
</tr>
<tr>
<td>C = below 200K or over 400K</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>13. Job Changes/Stability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Number of Job changes:</td>
</tr>
<tr>
<td>Total number of yrs working:</td>
</tr>
<tr>
<td>Average number of yrs at each job:</td>
</tr>
<tr>
<td>A = Avg. yrs = 5-10</td>
</tr>
<tr>
<td>B = Avg. yrs = 3-5</td>
</tr>
<tr>
<td>C = Avg. yrs &gt;3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Grading Point System:</th>
</tr>
</thead>
<tbody>
<tr>
<td>A’s = 4</td>
</tr>
<tr>
<td>B’s = 3</td>
</tr>
<tr>
<td>C’s = 2</td>
</tr>
<tr>
<td>Bonus Points = 1</td>
</tr>
<tr>
<td>Now add up the numerical value of each grade and then divide by the total number of grades</td>
</tr>
<tr>
<td>Total Points</td>
</tr>
<tr>
<td>Divided by ___ grades =</td>
</tr>
<tr>
<td>Avg. Grade</td>
</tr>
</tbody>
</table>