

Inside
RBC Richard Bland College
MAGAZINE

The Official Magazine of Richard Bland College of William & Mary

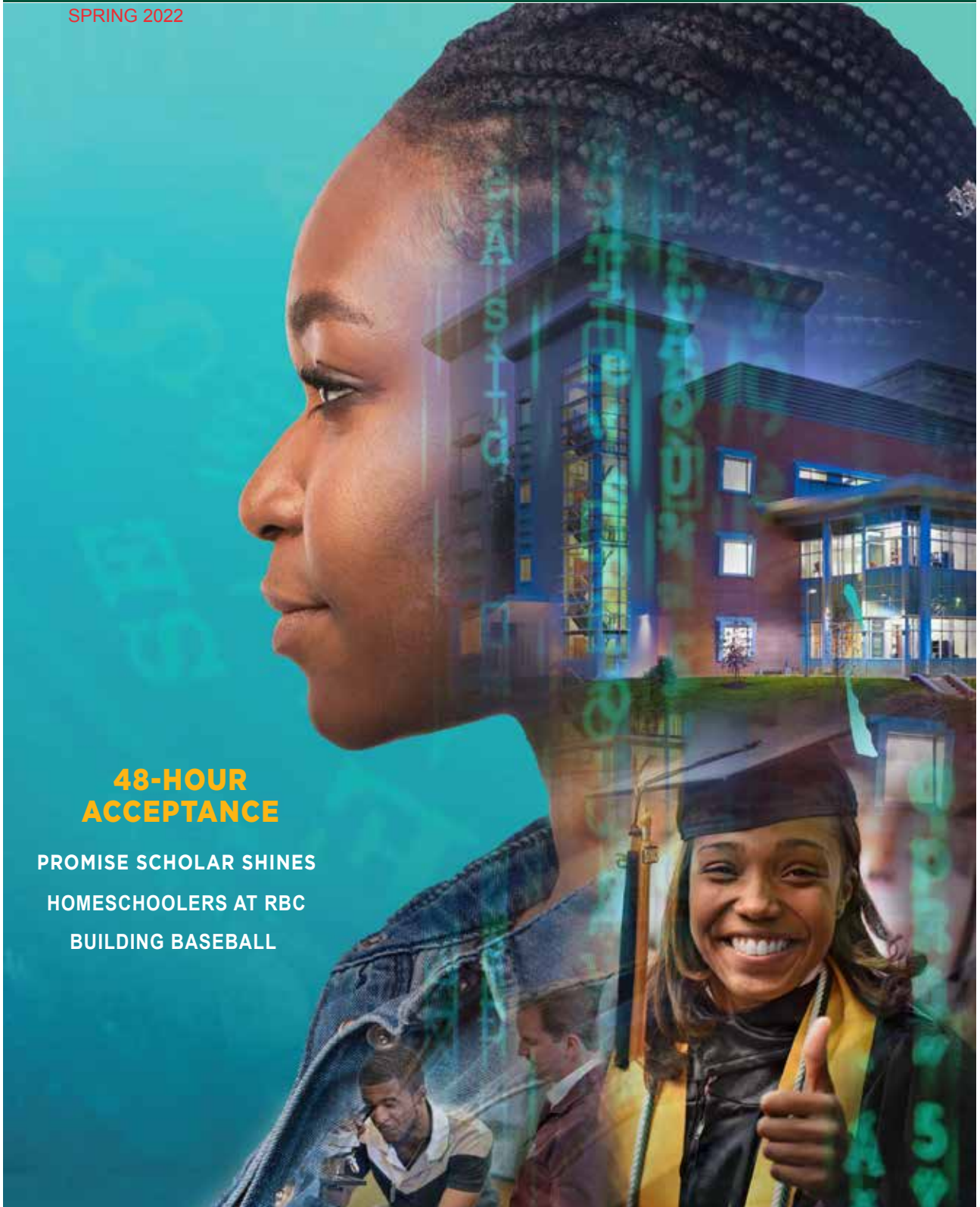
SPRING 2022

**48-HOUR
ACCEPTANCE**

PROMISE SCHOLAR SHINES

HOMESCHOOLERS AT RBC

BUILDING BASEBALL





FEATURES

3. From the President

President Debbie L. Sydow addresses RBC's role in the needs of a 21st-century workforce.

4. RBC at Sunset

The picturesque RBC campus is located 30 miles south of Richmond.

6. 48-Hour-Acceptance

A new Admissions initiative for prospective students.

8. Homeschoolers Become Statesmen

Advanced learning comes to homeschool students throughout Virginia.

10. Promise Scholar Finds Community at RBC

Promise Scholar Abigail Holmes formed lasting friendships during COVID-19.

12. Magnificent McNeer Hall

Campus academic halls offer state-of-the-art space for interactive learning.

14. Anything is Possible

Miah Wallace's teaching dream a reality as an Honor Student at RBC.

16. Ahead of the Game

Meziah Scott took full advantage of RBC's Middle College Program.

18. Building Baseball

John Fletcher finds a new career building the RBC baseball program from scratch.

20. RBC Student Voices

Student initiatives come together to create a better RBC experience.

24. Anime in Academics

The Anime Club combines academic pursuits with social interaction.

26. Education with Experience

RBC FAME puts students on an "earn and learn" trajectory.

Message from
PRESIDENT DEBBIE L. SYDOW

Richard Bland College, one of the smallest, and largely untapped, institutions of higher education in the Commonwealth—composed of a diverse population of predominantly low-income students—offers a glimpse into what may lie ahead for higher education. Despite its small size and unique status as Virginia's only junior college, Richard Bland College has proven to be an effective higher education innovator in the

realm of talent pathways through bold initiatives like the new Federation for Advanced Manufacturing Education (FAME) program that launched in the fall. Not only did the College establish an industry-aligned program, it established the first FAME chapter in Virginia, linking nine regional manufacturing companies with student apprentices who "earn and learn." This is about internships, but so much more. Students benefit from the integra-

tion of the technical core, professional behaviors, and a manufacturing culture. The FAME program is just one example of RBC's approach to higher education, demonstrating its capacity to be innovative in addressing 21st-century workforce needs by meaningfully linking work and school.



Richard Bland College
of WILLIAM & MARY



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Inside Campus Grounds

RBC AT SUNSET

Nature surrounds Richard Bland's campus from all sides, adorning the landscape with spectacular sunsets.



Inside Admissions

48-HOUR ACCEPTANCE

RBC Admissions has streamlined its process to help students become Statesmen in a matter of days. Justin May, Director of Admissions, explains the process to prospective students.

What does 48-hour admittance mean?

It is simple. Apply to RBC, submit the necessary documents, and receive an admittance decision within 48 hours. This initiative is designed to capitalize on a student's excitement and remove the anxiety around having to wait. Plus, a quick decision allows students and families the opportunity to plan for life post high school. Applying to college should be a positive experience, and we want to add to that.

What does the admission process entail?

The process is straightforward. Complete a free application at rbc.edu and send us the necessary admittance documents to make a decision. Most students only need to submit an official transcript from their high school and/or college. It is common at RBC for students to apply and get an acceptance decision before the week's end.

What is the thought process behind creating 48-hour admittance?

This process is indicative of our culture at RBC and provides prospective students a

glimpse of what to expect when they become students. How an organization does one thing is how they do everything. Student success is our number one priority and having a customer-centric environment is required to ensure we meet this metric.

Is there a deadline to apply for 48-hour admittance?

There is no deadline to apply, but sooner is always better. Why put off until tomorrow



Justin May, RBC's Director of Admissions.

what you can do today?

What is the RBC 360 Virtual Tour?

The 360 virtual tour provides prospective students with the opportunity to explore RBC's gorgeous campus from the comfort of their home. No car? Live hours away? No problem. Simply go to rbc.edu to access the virtual tour and learn about the features that aid in student success and set us apart from other schools.

I've been accepted into Richard Bland in 48-hours, what happens next?

First, congratulate yourself, then tell your family and friends. Getting admitted to college is an exciting event and should make you proud. Shortly after being admitted, you will receive an email and packet in the mail. The email will have a URL link to confirm your acceptance. I recommend confirming as soon as possible so you can access your RBC accounts and start applying for institutional scholarships. Be sure to schedule a time to visit the campus and get your free RBC t-shirt. RBC offers a unique college experience with many services that separate us from other institutions.





Inside Online Program
HOMESCHOOLERS
become **STATESMEN**

Upcoming program offers homeschoolers dual enrollment through a connection with HEAV, allowing them to earn an associate's degree and a high school diploma.

BY AMY LACEY

The coronavirus pandemic and the move to distance learning changed the face of education for families across the country, including Virginia. A number of students have not gone back to traditional schooling, choosing instead to have more control over the curriculum at home.

"Out-of-the-box learning is what homeschooling is all about, especially at the high school level," said Yvonne Bunn, director of Homeschool Support and Government Affairs at the Home Educators Association of Virginia (HEAV).

Richard Bland College iden-

tified a need for additional advanced homeschool learning opportunities for the growing number of homeschoolers in Virginia. RBC is working on a dual enrollment program that would allow them to earn an associate's degree while completing their state educational requirements.

"Every student should have a chance to earn college credit while in high school," said Justin May, RBC director of admissions. "This program will be a way to offer them accelerated learning and look for means of education beside a crammed classroom."

To develop the program, RBC

connected with HEAV, which has worked with the Virginia Department of Education (VDE), legislators and families since 1983 to promote and protect home education.

"RBC gives homeschoolers the ability to work at their own pace and considers their own style of learning," May explained. "A student coming out of a homeschool scenario moving to a school like Virginia Tech, for example, with up to 40,000 students can be intimidating. It can be a stepping stone or a launching pad to a four-year school."



Inside Promise Scholars

PROMISE SCHOLAR *finds* COMMUNITY AT RBC

Promise Scholar and commuter student Abigail Holmes formed connections during COVID and appreciates Richard Bland College's inclusive dynamics.

Like the majority of graduates from the class of 2020, Abigail Holmes' farewell to high school was largely unceremonious.

"COVID hit me hard," Holmes remembered. "I couldn't go to homeschool prom or homeschool graduation. You get to know all the homeschool students from around the area over the course of high school. You want to be together, and COVID took all of that away."

Because of the coronavirus pandemic and quarantine, the

now 19-year-old's senior year transitioned to hours in front of a computer screen to complete her education. It was a major change from the daily interactions she had experienced through a homeschooling cooperative and sports teams.

Holmes' first semester at Richard Bland College offered the connection she craved.

"Coming to Richard Bland was great because I could take my classes in person; most were hybrid, and they did a great job of not completely shut-

ting down," Holmes described. "They've always allowed students on campus even during the pandemic, but they have made it safe for everyone."

Holmes is one of RBC's Promise Scholars, a program that provides eligible students courses from the College of William & Mary, scholarships, and guaranteed transfer to W&M.

Holmes, who lives at home in Chester, Va., is also part of the Honors Program; RBC requires members to maintain a minimum GPA of 3.25, participate

in volunteer projects, and take part in advanced opportunities.

"Being in Promise Scholars has been so beneficial for me at RBC," Holmes explained. "It allows me to be with a certain group of students the whole time. Being a commuter, that is so helpful since I'm not on campus. I know the program and the honors students, and we do things together, have similar goals and are like-minded."

Last year Holmes also served on the Student Assembly, RBC's student government. She appreciates the number and variety of programs and clubs available on campus.

"There's a lot going on," Holmes said. "There's a cool program where students talk with international students and help them with English. It allows them to get used to our culture and pick up phrases we use here to develop their English and be more conversational."

Holmes is currently taking an interpersonal communication class at RBC and hopes to tap into that learning one day to become a professional or technical writer.

Holmes enjoys the challenges RBC offers through Promise Scholars and the Honors Program. She encourages others to consider it when exploring options for higher education, knowing students will find a community regardless if they live on or off campus.

"I would definitely recommend it to commuter students. The in-person classes are great. The online is great," Holmes said. "And professors are always responsive and willing to help you. Richard Bland has a little bit of everything."

— Amy Lacey



“Being in Promise Scholars has been so beneficial for me at RBC. It allows me to be with a certain group of students the whole time.”



Promise Scholar Abigail Holmes enjoys studying outside by RBC's Koi Pond.



Inside Academic Buildings

MAGNIFICENT MCNEER HALL

Inside McNeer Hall students work within an interactive academic environment that fosters critical thinking through hands-on experiential learning.



Inside Honors Program

ANYTHING *is* POSSIBLE

RBC puts a student's teaching dream within reach by enabling her to overcome the doubts of others. The chance to go to college has made all the difference in Miah Wallace's life.



During the three years Miah Wallace spent in the foster care system during her childhood, she never imagined that one day she would be an honors student at Richard Bland College of William & Mary.

"I was always labeled the slow kid," Wallace remembered. "I was labeled as so many things. ADHD told me college would be too much for me. I didn't think I would ever be able to succeed. But here I am, 3.4 grade point average."

Wallace found RBC through her college advisor at Dinwiddie High School, where she graduated in 2020. At the time, Wallace had a low grade point average (GPA), and thoughts of a four-year program were intimidating.

"I fell in love with RBC the first time I toured it," Wallace said. "I actually got denied the first time I applied, so that let me down a little bit. But a couple months later, I got admitted because I brought up my GPA. The second I started my classes at Richard Bland, it became the

greatest experience of my life."

At RBC, Wallace found the sense of community she desired along with the one-on-one attention from professors she needed to ease her jitters about college.

"The professors treat us like family," Wallace described. "[Dr. Katie Bjorkman, assistant professor of mathematics] especially helped me grow and think differently about college. I communicated with her throughout COVID over Zoom, and she understood college



was hard for so many students. The work was complex, but she pushed me and encouraged me not to give up. Now I'm stronger than ever."

Wallace did so well her first semester that she met the criteria for the RBC Honors Program, which combines academic, leadership and service opportunities both on campus and in the community. In addition to maintaining a minimum GPA of 3.25, members complete volunteer projects, showcase talent at the Research Expo and enroll in honors courses.

"RBC is perfect for me. I am learning advanced classes at a condensed level," Wallace explained. "Right now I am taking a philosophy class, which I was anxious about at first, but now I'm seeing how it is helping me academically and, so I can focus better to achieve the goals I have."

Wallace will graduate from RBC in 2022 with her associate's degree. She plans to transfer to the College of William & Mary

“

The second I started my classes at Richard Bland, it became the greatest experience of my life. I want to inspire other kids with a story like mine.

”

School of Education in hopes of becoming a teacher.

"I love kids, and I want to help others with my background in and out of foster care," Wallace said. "I want to inspire other kids with a story like mine, those with anxiety who don't think they can academically make it in college."

Wallace knows her dream is now within reach thanks to the RBC support system.

"I want to teach kids that even through the hardest times, working hard and being dedicated will make everything work out," Wallace said. "Anything is possible."

— Amy Lacey



Katie Bjorkman, Assistant Professor of Mathematics, has provided Miah with advice and encouragement.



Inside Middle College Program

AHEAD of the GAME

As part of RBC's Middle College Program, Meziah Scott completed coursework necessary to graduate from Richard Bland and Petersburg High School at the same time.

BY AMY LACEY

Football has been an escape for Meziah Scott since he was seven-years-old.

"It's my world away from the world. My peace and happiness," Scott says. "I put most of my life and time into football. If I'm stressed out, I go out and throw a ball around and then everything is okay."

The 2021 Petersburg High School quarterback continued his passion on the field at Western Carolina University this past fall. Unlike most 18-year-olds, Scott began his freshman year at WCU with 60 college credits.

Scott completed the coursework necessary to graduate from both Petersburg High School and RBC's Middle College program. It is a partnership with Petersburg City Public Schools that allows eligible students to fulfill their high school requirements while also getting a jump start on college.

"When the prospects of becoming a Middle College student at Richard Bland were introduced to me, it gave me an opportunity to exceed," Scott explains. "I looked for that challenge. It's what I take to the field, and I want it in other areas of my life, especially academically."

Richard Bland offered that to me in so many ways."

RBC's Middle College program is available to Petersburg High School juniors and seniors who test into college-level Math and English courses. They attend eleventh and twelfth grades on the RBC campus.

While accepting his high school diploma, Scott also earned an associate of science degree thanks to his enrollment in the RBC Middle College program.

Scott originally decided to continue his education on a

Scott's parents, Jamilah and Michael, help him every step of the way, supporting his dreams as a student-athlete.



Hard work and dedication drive Scott to sharpen his skills on the field. This winter, Scott entered the NCAA Transfer Portal and will be continuing his academics and athletics at Virginia State this fall.

football scholarship at Western Carolina, but entered the NCAA Transfer Portal and will return home to attend Virginia State this fall. His success as a student in RBC's Middle College program also attracted the attention of several other universities. He was a model student-athlete who earned good grades and excelled athletically.

In addition to playing football, Scott will pursue an education in Sports Management at VSU. He hopes to become a graduate assistant and work his way up the ranks in the coaching program, secure internships, and eventually oversee the careers of athletes.

"It's an honor and an achievement to graduate from RBC and Petersburg," Scott says. "The curriculum was challenging, but it helped raise my GPA. It also showed people that at a young age you can handle academic responsibilities and a highly academic atmosphere, be successful at sports, and manage life and a social world. Coaches saw that and were impressed."

He will also look to his life-long football mentor, his father, Michael Scott, who is the head football coach at Petersburg High School.

Scott highly recommends RBC's Middle College to any Petersburg student who qualifies for it.

"You go into college ahead of the game," Scott says about being an RBC Middle College student. "It's definitely a sacrifice for a long-term goal, but the results are unexplainable. The rewards are unexplainable. You learn to manage your time. The work will pay off if you have the right mindset."

“It’s an honor and achievement to graduate from RBC and Petersburg. The curriculum was challenging, but it helped raise my GPA and shows young people can handle responsibilities.”



BUILDING BASEBALL

Longtime high school teacher and coach risks career to build a baseball program by accepting a position at RBC for a team with no players.

BY ABIGAIL HOLMES

The great Chicago Cubs Hall of Famer Ernie Banks famously said, “let’s play two.” This spring, the new RBC baseball team will play 45 games in their debut season at the Dinwiddie Sports Complex.

The team will be under the leadership of head coach John Fletcher. Fletcher’s extensive coaching experience, 29 years, and connections honed from his years of teaching and coaching in Chesterfield and Henrico County Public Schools — like Manchester, J. R. Tucker, and Mills E. Godwin — made

him a great fit to lead the program.

“John’s experience as a coach and educator was attractive to the college since he has been around student-athletes who aspire to play at the college level,” says Scott Newton, Director of Student Life & Athletics. “He can relate to student-athletes holistically.”

In the fall of 2020, Fletcher accepted the role of recruiting and building an entire baseball team from scratch. There were no players, no schedule, no coaching staff. Meanwhile,

he was still virtually teaching pre-calculus to students at Mills Godwin out of his garage (COVID-style). He worked long hours at both jobs to avoid leaving his students mid-year.

“COVID-19 actually paved the way for me to pursue becoming a college baseball coach,” Fletcher explains. “I had a great coaching staff and knew the program was sound.”

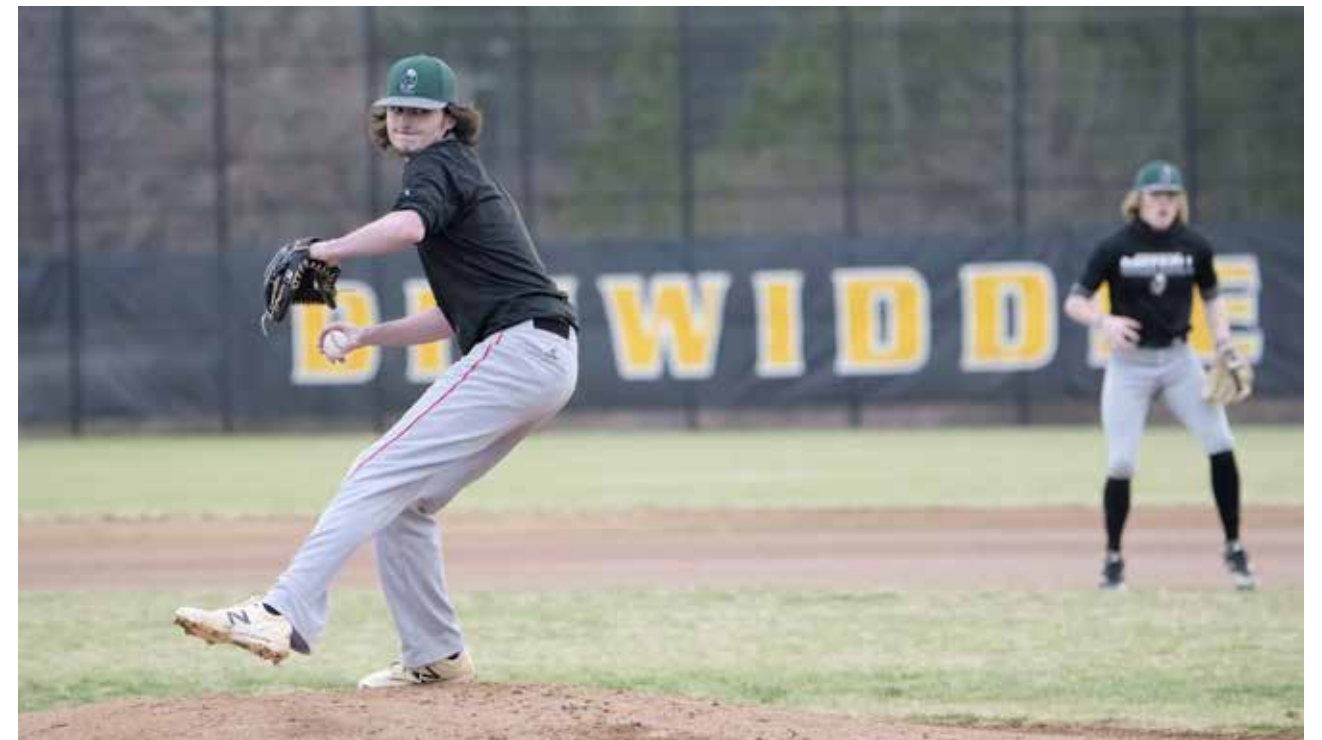
In his final season, Mills Godwin advanced to the Class 5 State Championship, where the Eagles lost by a run in the last inning. By January 2021,

“

The program’s goals are to bring in talented, hard-working men, develop them academically and athletically, and help them get to a four-year college.

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Head coach John Fletcher talks to his players about the upcoming season during a practice at the Dinwiddie Sports Complex.



First-year Brandon Arrowood from Chesterfield, VA and Matoaca High School works off the mound for the new RBC baseball team.

Fletcher traded in the position at Mills Godwin for the challenging role at Richard Bland College.

Determined to get the program up and running as quickly as possible, Fletcher would spend 2-3 hours every night for the next three months making phone calls to potential recruits. “I reached out to fellow high school coaches that I knew,” Fletcher says. “A coach in Vienna won two state championships, and I asked, ‘Do you have names of players you can pass on for me to call?’”

Convincing students to commit to a program still in construction and a team with no players was no easy feat. COVID-19 presented the difficulty of not being able to recruit in-person.

Fletcher was forced to rely on coaches vouching for players’ character and video footage for showcasing players’ talent. “Culture and commitment is the identity of our team,” Fletcher says. “Guys we recruit now are setting the identity of what this program is going to be in three or four years.”

Fortunately, COVID-19 disruptions caused The National Collegiate Athletic Association (NCAA) to grant athletes at four-year schools an extra year of eligibility, prompting graduates to play a 5th year in their sport. Fletcher reached out to underclassman at many colleges and universities throughout Virginia in search of those student-athletes interested in more playing time before potentially moving back to 4-year athletics.

The 2022 RBC roster, after hundreds of phone calls, has 28 players, all but one from Virginia, and several who played at other colleges previously. “If I could get a student-athlete to visit and tour campus, I knew I had a chance,” he says. “I was blown away by the campus myself.”

“There are not a lot of two-year colleges playing baseball in Virginia, so RBC is a hidden gem that affords opportunity,” Fletcher explains. “Our goals are to bring in talented, hard-working men, develop them academically and athletically, and help them get to a four-year college.”



Inside Student Assembly

PROCLAIMING RBC STUDENT VOICES

The governing organization on campus encourages student engagement and helps connect the RBC community.

BY ABIGAIL HOLMES

Together we soar with Student Assembly. As the student government on campus, this organization is responsible for supporting engagement and connecting RBC's community. Council members are elected annually and oversee the college's clubs, including history, debate, and anime clubs. Miah Wallace, the president of Student Assembly expresses, "It is the easiest way to get engaged because you become familiar with staff and faculty, and everyone can participate and meet people."

Student representatives serve alongside officers to ensure that all voices are heard. Wallace welcomes everyone to connect with Student Assembly stating, "To get involved, all you have to do is email me or send in an application. To join other clubs, you can attend their meetings or talk to their club advisors."

Additionally, students are encouraged to create clubs based on the passions they share with fellow students. To establish a club, there must be a total of three students and one faculty member interested. Student

Assembly is responsible for approving clubs, assigning budgets, and assuring smooth operations.

Finding community on campus begins with getting involved. Recently, Student Assembly sponsored the Neon Barn Party, and students gathered for a night of dancing. The event featured neon lights, boppin' music, and finger food. Events held by Student Assembly are intentionally geared towards all students and are accessible to commuter as well as residential students.



Student Assembly officers are always looking for how they can represent the study body.

The organization works hard to turn students' ideas into realities. It functions as the bridge between students, faculty, and staff. Wallace explains, "The purpose of Student Assembly is to represent the voice of students. I hope the organization can grow and provide students what they want."

Wallace's passion for helping her peers achieve their goals is remarkable. Student Assembly is there to design a college experience that students can enjoy and take part in.

Student Assembly meetings are held over Zoom every Wednesday at 5 pm and updates are posted via their Instagram. Officer elections will be held shortly, but in the meantime, officers can always use a helping hand. Everyone is welcome to attend and share their needs, wants, or concerns with the council.

Participating in Student Assembly helps students to gain knowledge and skills that they can carry with them into the workplace once they graduate. All council members are afforded the opportunity to practice leadership and improve their communication skills. Wallace testifies, "It has given me a lot of confidence and a sense of independence."

Student Assembly provides a forum for students to interact and share in school spirit. Take the opportunity to get involved and reach out to Miah Wallace at mawall005@rbc.edu. She would love to hear from you. Also, make sure to follow Student Assembly on Instagram at [@rbc_studentassembly](https://www.instagram.com/rbc_studentassembly). The student experience is better when students come together.

"Student Assembly is the easiest way for students to get engaged on campus because it helps them become familiar with students, faculty, and staff," says Wallace. "Everyone can participate and meet new people."

“

The purpose of Student Assembly is to represent the voice of students. I hope that the organization can grow and provide students what they want.

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INVEST IN RBC'S FUTURE

Richard Bland College Foundation

Your contribution helps our students succeed and experience a lifetime of endless possibilities.



Watching anime has helped students learn more about current social problems.

Inside Clubs

ANIME in ACADEMICS

A source of campus entertainment used as a basis for sociological understanding.

Established in 2005, Anime Club is one of the oldest organizations at Richard Bland College. More than just a way to get together and watch anime, its goal is to give students a place where they belong.

Vanessa Stout, Associate Professor of Sociology RBC, became anime club's faculty advisor in 2017. Her passion for sociology and anime cre-

ates an opportunity teaching students about critical race theory through pop culture.

Currently, the club is coming together to co-write an article on the recent anime series Yashahime: Princess Half-Demon. The piece will be presented at the American Sociological Association. Stout admits, "To write a paper as a club is cool. We'll be talking about race representation in anime." The



group's intellectual discussions analyze relevant themes in anime and help students to understand real-life issues.

While Stout's fascination with anime started as a child, students do not need any prior knowledge of it to join the club and have fun. The club president, Joshua Washington, affirms, "The club is a place where you can learn about anime. Anime is for everybody." Washington and Stout think of their club meetings as a time for the community. They have created a safe space for students to enjoy themselves and share in common interest.

Members can be found gathering in Ernst Hall 105 every Thursday from 12:30 pm-2 pm for their weekly meeting. The occasion includes anime viewings, trivia games, and group discussions relating to the subject. The category of anime varies from Stout's childhood favorites like Dragon Ball Z and Sailor Moon to newer shows like Yashahime: Princess Half-

Demon. People join Anime Club for the content, but they stay because of the people.

One of the reasons that Stout thinks anime has spread so rapidly throughout our society is that it appeals to a wide variety of people who can appreciate its culture. Washington relates, "Anime is a place where people can be themselves. I felt like myself when I first watched anime."

In the coming year, the anime club hopes to join in on Virginia's oldest anime convention called NekoCon. The convention features cosplay, as well as role-playing games, karaoke, and dancing. The event's activities either originated in Japan or are inspired by Japanese culture. Attending NekoCon in the Fall will be anime clubs biggest social event of the year.

Anime Club is for students who want to connect with their peers over anime and its culture. The club functions to teach its members about

critical race theory in relation to anime, educating students by using a fun and unconventional approach. Washington and Stout welcome all students to come and participate even if they are not familiar with anime. It is an opportunity to build friendships and collaborate with other students.

— Abigail Holmes

“More than just a way to get together and watch anime, the goal is to give students a place where they belong. The club's purpose is to promote cultural discussion within an educational and recreational setting.”

”



RBC Anime Club members come together to enjoy comradery and share their interest in anime works that are inspired by Japanese animation.





FAME student learns to operate 3D printers at Armsted Rail.

Inside Partnerships EDUCATION *with* EXPERIENCE

RBC's FAME program puts students on a manufacturing career trajectory, earning \$60,000 a year just two years out of high school.

BY AMY LACEY

“**Being a student in FAME is a great opportunity. You can make \$60,000 a year while avoiding student debt.**”

Ian Sykes has wanted to pursue a career in mechanical engineering for as long as he can remember. Growing up and attending school in Pasadena, Md., Sykes excelled in math and science classes.

When it was time to decide where to pursue higher education, Sykes chose Richard Bland College. For the spring 2021 semester, RBC launched the Virginia Federation for Advanced Manufacturing Education (VA FAME) program, which allows students to earn their associate's degree over

two years while immersing themselves in paid on-the-job training.

“My dad told me about it,” recalled the 19-year-old. “He sells 3D printers to colleges and learned about FAME at RBC. The coursework hasn't been super challenging, and I like being able to be on my own for the first time, especially after COVID. I like Virginia. It's a nice place, and I like the campus.”

Two days each week, VA FAME students attend classes at RBC and the Commonwealth Center

for Advanced Manufacturing (CCAM), a nonprofit applied research center founded in 2011 that includes industry, university, and government representatives.

For 24 hours during the week, students work for a local company to gain technical skills while earning \$15-17 an hour. VA FAME's nine industry partners include AMPAC Fine Chemicals, Amsted Rail, Blue-Print Automation (BPA), Civica, Coesia, EPT Connectors, Niagara, Phlow, and Sabra.

“They're getting the academic side and the work experience. It's a huge selling point,” said Thomas Midgette, the VA FAME program director at RBC. “They're learning how to maintain the equipment with little to no student loan debt and a career trajectory. There's

an upward movement for you in those positions.”

If RBC's program falls in line with those in more than a dozen other states, Midgette projected 85-90% of enrolled students will accept a full-time job offer from their initial sponsor company upon graduation. The average salary in the region for the entry-level technician roles is \$50-60,000.

“The pay after school is incredible,” said Sykes. “Being a student in FAME is a great opportunity. You can make \$60,000 a year while avoiding student debt.”

Sykes, who is one of seven students currently enrolled in VA FAME, also appreciates the support RBC offers with small class sizes and regular contact with faculty and staff.



“They're learning how to maintain the equipment with little to no student loan debt. There's upward movement for students in those positions.”



“Mr. Midgette is a great guy,” Sykes noted. “He is very interested in us.”

After completing VA FAME at RBC, Sykes plans to work toward a mechanical engineering degree through a tuition reimbursement program at his current manufacturing company. He encourages anyone interested in mechanical engineering to consider enrolling.

“Midgette listed the qualities of an ideal FAME candidate: “Someone willing to learn, willing to work and is coachable and ready to be a part of the team.” He also stated “In addition to soft skills with a strong math base, candidates might also have taken any kind of [Career and Technical Education] courses, classes with electrical, engineering, mechatronics.”

With more awareness of VA FAME, Midgette expects a boost in enrollment. Graduates will then help to create a larger talent pool for companies needing to fill advanced manufacturing technician positions.

RBC FAME students back row (L-R): Zachary McCain, Jonathan Major, Jace Collins, and Christopher Capps.



**GAIN LEADING INDUSTRY
WORK EXPERIENCE**

**EARN YOUR RBC
ASSOCIATE
DEGREE**

**FINISH WITH
LITTLE TO
NO DEBT**



*Federation for Advanced
Manufacturing Education*

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