



NATIONAL COUNCIL OF ARTS ADMINISTRATORS  
**52ND ANNUAL CONFERENCE**  
"COLLECTIVE FUTURES"

**SEPTEMBER 24-26**  
**2025**

COLLEGE FOR CREATIVE STUDIES  
CRANBROOK ACADEMY OF ART  
WAYNE STATE UNIVERSITY  
**DETROIT, MICHIGAN**



national  
council of  
arts administrators

**COLLECTIVE FUTURES**, the 52nd Annual Conference of the National Council of Arts Administrators, convenes past, present, and future arts leaders of distinct institutional backgrounds to explore the role of collectivity and shared responsibilities in the creative management of resources, pedagogies, and innovations. Within the metropolitan city of Detroit, where community activism, arts activism, philanthropy, and business have facilitated new cultural vibrancy, the College for Creative Studies (a private art + design school), Wayne State University (a public university), and Cranbrook Academy of Art (a private, graduate-only institution) have come together to propose a consideration of the creative role of collective practices in the building of new futures.

***The National Council of Arts Administrators** is an organization whose primary purpose is to provide a forum for the exchange of ideas, the identification of problems, and the generation of shared solutions to the multitude of issues that confront arts administrators in higher education today.*

*This exchange is focused on addressing the following:*

- 1. Create a safe space for complex conversations for arts administrators in higher education.*
- 2. Support advocacy for impactful art leadership.*
- 3. Mentor leaders in the field.*



**CLICK HERE TO**  
**REGISTER NOW**

On or before August 31, 2025 (\$325 per member)  
September 1-13, 2025 (\$375 per member)

\*conference participants must be members to attend  
First Time conference attendee \$150 discount code: NCAAWelcome

Refund Policy: Fee for the annual conference is refundable when emailed cancellation is received two weeks prior to the first day of the conference. NCAA will keep \$75 of the registration fee for processing. Please email NCAA Treasurer O. Gustavo Plascencia (oplascen@mdc.edu).

## ACCOMMODATIONS

**Sonder Gabriel Richard Hotel**, 305 Michigan Ave, Detroit, MI 48226

To reserve using the conference rate:

<https://www.marriott.com/event-reservations/reservation-link.mi?id=1749214435653&key=GRP&app=resvlink>

## LOCAL/GROUND TRANSPORTATION

### **QLINE**

Most sites can be reached using the free, local ground transit 'the QLine'.

Information about the QLine: <https://www.qlinedetroit.com/>

You can also see the map, routes, and schedules by downloading the app: <https://transitapp.com/en/region/detroit/qline>

### **SHUTTLE BUS**

The itinerary denotes transportation via Shuttle Bus on occasion. These rides are complimentary for registrants and are a critical part of the conference programming.

### **RIDESHARE**

Uber & Lyft are available in Detroit.

**CONFERENCE SCHEDULE**  
**WEDNESDAY, SEPTEMBER 24**

**9:00a - 11:30a**

**NCAA BOARD MEETING (board members only)** / CCS, A. Alfred Taubman Center for Design Education, Rm 1140

*\*includes continental breakfast*

QLine from hotel: Campus Martius > Baltimore St.

**11:00a - 5:00p**

**CONFERENCE CHECK-IN** / 11<sup>th</sup> Floor, CCS, A. Alfred Taubman Center for Design Education, 460 W Baltimore, Detroit, MI 48202

*\*Complimentary coffee and snack service available*

**11:00a - 12:30p**

**CCS TOURS** / CCS, A. Alfred Taubman Center for Design Education, 11<sup>th</sup> floor

Registrants can sign up for a 30-minute guided tour of the Ford Campus and/or the Taubman Campus. Each tour runs approximately 30 minutes.

The Ford Campus tour requires a round-trip shuttle ride. Tours will be staggered, with a 20-person limit per tour.

**11:30a - 12:30p**

**LUNCH** / 11<sup>th</sup> Floor Knight Gallery, CCS, A. Alfred Taubman Center for Design Education, 11<sup>th</sup> floor

Buffet lunch provided (RSVP required at time of registration)

**12:30p - 2:00p**

**WELCOME + IGNITE SESSIONS** / 11<sup>th</sup> Floor GM Auditorium, CCS, A. Alfred Taubman Center for Design Education

- **Scarcity Sparks Innovation: Recruiting Students in Lean Times**, Daniel Kariko, Assistant Director, School of Art and Design, Eastern Carolina University
- **AI Angst and Art Students**, David Politzer, Director of the School of Art + Design, Northern Arizona University
- **Access Tyler: A Collaborative Approach to Accessibility in Art and Design Education**, Susan E. Cahan, Dean, Tyler School of Art and Architecture, & Maggie Dunkle, Access Tyler Project Manager, Tyler School of Art and Architecture
- **Collaborations with Communities: Building More Than Art**, Elizabeth Kronfield, Director of the School of Art and School for American Crafts, College of Art and Design, Rochester Institute of Technology

**2:15p - 3:30p**

**WOMEN IN TRANSPORTATION DESIGN PANEL** / 11<sup>th</sup> Floor GM Auditorium, CCS, A. Alfred Taubman Center for Design Education

Join us for an inspiring conversation with Women in Transportation Design—a panel of women designers at various stages in their careers as they share their journeys, challenges, and visions for the future. This discussion will explore the creative forces driving innovation, how women are redefining design in a traditionally male-dominated field, and the power of community in shaping a more connected world.

Jen Atanasovski - Principal Design Strategist at Harman International

Jill Dougherty - Exterior Designer, Ford

Carrie Kennerly - CMF Design Manager, GM

Moderated by Madisson Blood, CCS BFA Transportation Design Senior Student.

**3:45p - 5:15p**

**PRESENTATION: Bridging Education and Industry: Experiential Learning for Career Success in Art and Design** / CCS, A. Alfred Taubman Center for Design Education

*Dr. Ian Lambert, Dean of Graduate Studies and Research, Professor, CCS*

*Shannon McPartlon, Executive Director of Partnerships, CCS*

At CCS, the Office of Partnerships (OOP) and the Experiential Learning (ExL) initiative prepare students for career success by integrating real-world industry experiences, fostering entrepreneurship, and building professional connections. This partnership-driven approach bridges academics and career readiness. This will provide insights into how strategic partnerships and hands-on learning opportunities can enhance student engagement, career development, and overall student success. We will explore:

- **Career Education & Development:** Innovative strategies for preparing students for evolving career landscapes.
- **Student Engagement & Motivation:** Strategies for making career preparation an integral part of the student experience, increasing retention and post-graduate success. Also, leveraging industry collaborations to provide real-world learning opportunities.
- **Widening Access:** Ensuring access to career-building opportunities for all students.

**5:30p**

**LOAD SHUTTLE BUS** / CCS Circle Drive

East Lot, 1st Floor (by Campus Safety Office)

**6:00p - 7:30p**

**COCKTAIL HOUR** / Michigan Central Station

Enjoy complimentary cocktails and nibbles at the iconic and newly renovated Michigan Central Station. Discover this historic treasure and its transformative and contemporary applications in shaping our future. This promises to be a great opportunity for mingling and networking.

**7:30p**

**STAY AROUND FOR DINNER or LOAD SHUTTLE BUS BACK TO HOTEL** / Michigan Central Station

Complimentary transportation to the hotel. Staying around for dinner? Please arrange your transportation.

**DINNER ON YOUR OWN**

**CONFERENCE SCHEDULE  
THURSDAY, SEPTEMBER 25**

**BREAKFAST ON YOUR OWN**

**9:10a**

**TRAVEL TO WAYNE STATE UNIVERSITY**

Please plan 20 minutes to catch the QLine: Campus Martius > Warren & Cass

**9:30a - 10:45a**

**FORMAL WELCOME + COLLECTIVE FUTURES PANEL DISCUSSION AND Q&A / Gretchen C. Valade Jazz Center, WSU**

*Dr. Don Tusk*, President, College of Creative Studies

*Dr. Lauren Kalman*, Chair, James Pearson Duffy Department of Art & Art History, Wayne State University

*Chris Whitley*, Director, Cranbrook Academy of Art

This panel will discuss creating community and strategic collaborations in Detroit's landscape for the future of art and education.

**10:45a**

**LOAD SHUTTLE BUS to Charles H. Wright Museum**

**11:15a - 12:45p**

**CHARLES H. WRIGHT MUSEUM**

The Charles H. Wright Museum is a diasporic, international, and regional institution.

President and CEO Neil A. Barclay will address the museum's current challenges and explore opportunities for collaboration and growth.

**12:45p**

**LOAD SHUTTLE BUS to Arab American National Museum**

**1:15p - 3:00p**

**ARAB AMERICAN NATIONAL MUSEUM + LUNCH**

Over lunch, in the culturally rich city of Dearborn, Diana Abouali, Director of the Arab American National Museum, will spark discussion on diaspora and cosmopolitanism in a regional museum. Like The Wright, AAM is a diasporic, international, and regional museum.

**3:00p**

**LOAD SHUTTLE BUS to The Shepherd / Arab American National Museum**

**4:00-6:00p**

**THE SHEPHERD**

Mix, mingle, and celebrate in the heart of the "Little Village" of the East Village Detroit neighborhood. Library Street Collective co-founders Anthony and JJ Curtis will share the vision for the neighborhood-wide cultural revitalization. The Shepherd, a Romanesque-style church, has been transformed into a cultural arts center that offers multi-faceted programming, including exhibitions, public projects, and performances.

**6:00p**

**LOAD SHUTTLE BUS to Midtown for CURATED CONVERSATIONS X CUISINE or Dinner on your own.**

**6:30p**

**CURATED CONVERSATIONS x CUISINE / SIGN UP BELOW**

Enjoy a topical conversation over dinner with your conference colleagues.

**Each listed restaurant will accommodate separate checks.**

**All reservations are for 6:30.**

**Ask for NCAA table**

**Participation is optional.**

**Ima Midtown**, 4870 Cass Ave, Detroit, MI 48201

**Topic: Maintaining Cultural Vibrancy**

<https://imanoodles.com/midtown>

Guest Capacity: 12

QLine Stop: Warren Ave

RSVP Form: <https://forms.gle/8BVbEcUKBocNcbU76>

**Central Kitchen + Bar**, 600 Woodward Ave, Detroit, MI 48226

**Topic: Inclusion**

<https://www.centraldetroit.com/>

Guest Capacity: 8

QLine Stop: Campus Martius

RSVP Form: <https://forms.gle/szFD82wMFsRpLsD78>

**Common Pub**, 5440 Cass Ave, Detroit, MI 48202

**Topic: AI in the Arts**

<https://www.commonpub.com/>

Guest Capacity: 10

QLine Stop: Ferry St

RSVP Form: <https://forms.gle/eLNnHxUggZATbbjkZ>

**Union Assembly**, 2131 Woodward Ave, Detroit, MI 48201

**Topic: Futuristic Strategies for Pedagogy Which Bolster Enrollment**

<https://www.unionassembly.com/>

Guest Capacity: 16

QLine Stop: Grand Circus

RSVP Form: <https://forms.gle/4rqekrxgZQa11XFeZ>

**HopCat**, 4265 Woodward Ave, Detroit, MI 48201

**Topic: Creative Management of Resources**

<https://www.hopcat.com/detroit/home>

Guest Capacity: 16

QLine Stop: Canfield Street

RSVP Form: <https://forms.gle/qPmhiR3qwYwLMJJ6A>

**Mezcal**, 51 W Forest Ave, Detroit, MI 48201

**Topic: Fundraising Strategies**

<https://mezcaldetroit.com/>

Guest Capacity: 8

QLine Stop: Canfield Street

RSVP Form: <https://forms.gle/XymbjaT9m1ErCmLqZ>

Transportation after dinner: QLine to the hotel (stop: Campus Martias) or transportation on your own.

**CONFERENCE SCHEDULE  
FRIDAY, SEPTEMBER 26**

**BREAKFAST ON YOUR OWN**

**9:00a**

**LOAD SHUTTLE BUS to Cranbrook / Sonder Hotel**

**10:00a**

**WELCOME / Cranbrook, DeSalle Auditorium, A.C. Roche, President of Cranbrook Educational Community**

**10:15a - 12:15p**

**CASE STUDIES / DeSalle then breakout rooms: Library Conference Room, DeSalle Balcony, Forum Gallery, Fika Lounge or FlexSpace  
Mentorship Experiences for Emerging Administrators**

Every year ncaa offers fellowships that support those early in their academic/administrative career and/or those anticipating or aspiring to an administrative appointment. Fellows are paired with members of NCAArts, who serve as mentors for the one-year term of the fellowship. The proposed case study will focus on a year of problem-solving as an emerging administrator. This year, we faced a myriad of challenges from protests on campus, the emerging cliff, leaders being asked to step down from roles, societal expectations, and perspectives on higher education. We will examine closely how these factors affect new and emerging leaders, as well as how mentors provide support during times of tension and possibility in higher education.

Each member of the panel will choose a thorny problem they faced this year; define the problem, and describe a range of potential solutions, including a special focus on the potential for rookie mistakes, the ways their mentor supported or guided them, and the outcomes- the good, the bad and the messy.

- Mariah Doren, Dean of Graduate, Professional, and Continuing Education, Massachusetts College of Art and Design
- Rebecca Finley, Chair of the Department of Art, Sam Houston State University
- Angela Mircsov, Associate Professor and Department Chair of Art at Valley City State University in Valley City, ND

**Balancing Faculty Expectations with Institutional and Student Needs**

- Elizabeth Kronfield, Director of the School of Art and School for American Crafts, College of Art and Design, Rochester Institute of Technology

**12:30p - 1:45p**

**ANNUAL BUSINESS LUNCH / Cranbrook Peristyle**

All ncaa members are encouraged to join the business lunch for a program including voting for board members & a special dedication.

**2:00p - 3:00p**

**TOURS OF CRANBROOK ACADEMY**

**3:15p**

**LOAD SHUTTLE BUS to the Detroit Institute of Arts / Cranbrook**

**4:00p - 5:30p**

**VISIT AT DETROIT INSTITUTE OF ARTS / DIA**

**5:30p - 6:00p**

**10-MINUTE WALK/RIDESHARE TO CLOSING RECEPTION / Wayne State University Hilberry Gateway**

**6:00p - 8:00p**

**CLOSING DINNER RECEPTION & SWAG EXCHANGE / WSU Gateway**

Swag Exchange at WSU Gateway Lobby

How to participate:

- Pack a wrapped singular or grouping of university/ college /organizational swag wrapped - feel free to get creative.
- Drop your package off at the conference registration table when you arrive.
- Take home something from one of the institutional representatives joining us this year!

Travel back to hotel / QLine to Campus Martias (hotel).

*CONFERENCE SCHEDULE*  
**SATURDAY, SEPTEMBER 27**

**11:00a**

**Hotel check out**

**END OF CONFERENCE**

**SPENDING MORE TIME IN THE DETROIT AREA?**

Detroit is brimming with culture, history, and innovation, with countless activities to fill your time. Whether you're interested in exploring world-class museums, enjoying live music, or indulging in the local food scene, you'll find Detroit will defy your expectations.

When you're here, you're guaranteed to feel Detroit's rhythm, shaped by the creators of techno and the inventors of swag. So when you're ready to show up, Detroit is ready to show out. Just bring an open heart and mind, and we'll fill them up.

<https://visitdetroit.com/things-to-do/>

**EATING OUT //  
ALONG THE QLINE**

**CONGRESS //**

Townhouse (American / \$50-100)  
[townhousedetroit.com](http://townhousedetroit.com)  
500 Woodward Ave, Detroit, MI 48226

Lunchtime Global (American / \$10-20)  
[lunchtimeglobal.com](http://lunchtimeglobal.com)  
660 Woodward Ave #110, Detroit, MI 48226

Experience Zuzu (Asian / \$100+)  
[experiencezuzu.com](http://experiencezuzu.com)  
511 Woodward Ave suite 100, Detroit, MI 48226

Shake Shack (\$10-20)  
[shakeshack.com](http://shakeshack.com)  
660 Woodward Ave, Detroit, MI 48226

**CAMPUS MARTIUS //**

Texas De Brazil (Steakhouse / \$50-100)  
[texasdebrazil.com](http://texasdebrazil.com)  
1000 Woodward Ave Ste 1B07A, Detroit, MI 48226

Dime Store (Brunch - \$10-20)  
[eatdimestore.com](http://eatdimestore.com)  
719 Griswold St #180, Detroit, MI 48226

Iggy's Eggie's (\$10-20)  
[iggyseggies.com](http://iggyseggies.com)  
34 W Grand River Ave, Detroit, MI 48226

Madcap Coffee (\$1-10)  
[madcapcoffee.com](http://madcapcoffee.com)  
1413 Farmer St, Detroit, MI 48226

American Coney Island (\$10-20)  
[americanconeyisland.com](http://americanconeyisland.com)  
114 W Lafayette Blvd, Detroit, MI 48226

Adelina (Italian / \$50-100)  
[adelinadetroit.com](http://adelinadetroit.com)  
1040 Woodward Ave, Detroit, MI 48226

**GRAND CIRCUS //**

Presley's Kitchen Detroit (American / \$20-30)  
[presleyskitchen.com](http://presleyskitchen.com)  
1 Park Ave STE 101, Detroit, MI 48226

The Statler (European / \$50-100)  
[www.statlerdetroit.com](http://www.statlerdetroit.com)  
313 Park Ave, Detroit, MI 48226

Downtown Louie's Grill (American / \$30-50)  
[downtownlouiesgrill.com](http://downtownlouiesgrill.com)  
30 Clifford St, Detroit, MI 48226

District Seventy8 (\$50-100)  
[www.district78detroit.com](http://www.district78detroit.com)  
78 W Adams Ave, Detroit, MI 48226

**FOX TOWN //**

Union Assembly (American / \$20-30)  
[www.unionassembly.com](http://www.unionassembly.com)  
2131 Woodward Ave, Detroit, MI 48201

Frita Batidos (Cuban / \$10-20)  
[fritabatidos.com](http://fritabatidos.com)  
66 W Columbia St, Detroit, MI 48201

Jojo's Shake Bar (American-Burgers / \$20-30)  
[jojoshakebar.com](http://jojoshakebar.com)  
\$20-30  
88 W Columbia St, Detroit, MI 48201

**MACK //**

The Eagle Detroit (Chicken / \$20-30)  
[eaglerestaurant.com](http://eaglerestaurant.com)  
3461 Woodward Ave, Detroit, MI 48201

Top China One (Chinese / \$20-30)  
[topchinaone.com](http://topchinaone.com)  
3157 Woodward Ave, Detroit, MI 48201

Bakersfield DET (Mexican / \$20-30)  
[bakersfieldtacos.com](http://bakersfieldtacos.com)  
3100 Woodward Ave, Detroit, MI 48201

The Block (Brunch / \$20-30)  
[theblockdet.com](http://theblockdet.com)  
3919 Woodward Ave, Detroit, MI 48201

Detroit Sushi/Hammer and Nail (Sushi / \$30-40)  
[hammerandnaildetroit.com](http://hammerandnaildetroit.com)  
3800 Woodward Ave, Detroit, MI 48201

**CANFIELD //**

Hopcat (American / \$10-20)  
[order.hopcat.com/menu](http://order.hopcat.com/menu)  
4265 Woodward Ave, Detroit, MI 48201

La Palma (Mediterranean / \$20-30)  
[eatatlapalma.com](http://eatatlapalma.com)  
113 E Canfield St, Detroit, MI 48201

Mezcal (Mexican / \$20-30)  
[mezcaldetroit.com](http://mezcaldetroit.com)  
51 W Forest Ave, Detroit, MI 48202

**WARREN //**

Ima (Japanese / \$20-30)  
[imanoodles.com](http://imanoodles.com)  
4870 Cass Ave, Detroit, MI 48201

SuperCrisp (Asian Sandwich / \$10-20)  
[supercrisp.com](http://supercrisp.com)  
4830 Cass Ave, Detroit, MI 48201

Olympic Grill (Greek / 10-20)  
[places.singleplatform.com](http://places.singleplatform.com)  
119 W Warren Ave, Detroit, MI 48201

Charminar (Indian / \$10-20)  
[charminarmi.com](http://charminarmi.com)  
111 W Warren Ave, Detroit, MI 48201

**FERRY //**

Babo (Breakfast / \$10-20)  
<https://www.babodetroit.com/menu>  
15 E Kirby St #115, Detroit, MI 48202

Wasabi (Korean and Japanese / \$20-30)  
[wasabikoreanjapanese.com](http://wasabikoreanjapanese.com)  
15 E Kirby St, Detroit, MI 48202

Chartreuse (American / \$50-100)  
[chartreusekc.com](http://chartreusekc.com)  
15 E Kirby St D, Detroit, MI 48202

Common Pub (American / \$10-20)  
[www.commonpub.com](http://www.commonpub.com)  
5440 Cass Ave, Detroit, MI 48202

**AMSTERDAM //**

Z's Villa (American / \$10-20)  
[zsvilla.com](http://zsvilla.com)  
42 Piquette Ave, Detroit, MI 48202

Bucharest Grill (Middle Eastern / \$10-20)  
[bucharestgrill.com](http://bucharestgrill.com)  
110 Piquette Ave, Detroit, MI 48202

**BALTIMORE //**

YumVillage (Caribbean / \$10-20)  
[toasttab.com](http://toasttab.com)  
6500 Woodward Ave, Detroit, MI 48202

Supino (Pizza / \$10-20)  
[supinopizzeria.com](http://supinopizzeria.com)  
6519 Woodward Ave, Detroit, MI 48202

The Kitchen (American / \$20-30)  
[thekitchenbycwq.com](http://thekitchenbycwq.com)  
6529 Woodward Ave Suite A, Detroit, MI 48202

Joe Louis Southern Kitchen (Brunch / \$10-20)  
[joelouissouthernkitchen.com](http://joelouissouthernkitchen.com)  
6549 Woodward Ave, Detroit, MI 48202

**GRAND BLVD. //**

Baobab Fare (East African / \$20-30)  
[www.baobabfare.com](http://www.baobabfare.com)  
6568 Woodward Ave Suite 100, Detroit, MI 48202

**ADELAIDE ST. //**

Basan (\$50-100)  
[basandetroit.com](http://basandetroit.com)  
2703 Park Ave, Detroit, MI 48201

Harry's Detroit Bar and Grill (Bar Food / \$20-30)  
[harrysdetroit.com](http://harrysdetroit.com)  
2482 Clifford St, Detroit, MI 48201

**CULTURAL SITES  
ALONG THE QLINE**

**WARREN //**

Charles H. Wright Museum of African American History  
[thewright.org](http://thewright.org)  
315 E Warren Ave, Detroit, MI 48201

Michigan Science Center  
[mi-sci.org](http://mi-sci.org)  
5020 John R St, Detroit, MI 48202

Arts League of Michigan/The Carr Center  
[thecarrcenter.org](http://thecarrcenter.org)  
4750 Woodward Ave, Detroit, MI 48201

**CANFIELD //**

MOCAD  
<https://mocadetroit.org>  
4454 Woodward Ave, Detroit, MI 48201

**FERRY //**

DIA  
[dia.org](http://dia.org)  
5200 Woodward Ave, Detroit, MI 48202

Detroit Historical Museum  
[detroithistorical.org](http://detroithistorical.org)  
5401 Woodward Ave, Detroit, MI 48202

Detroit Public Library  
[detroitpubliclibrary.org](http://detroitpubliclibrary.org)  
5201 Woodward Ave, Detroit, MI 48202

Carr Center Contemporary  
[thecarrcenter.org](http://thecarrcenter.org)  
15 E Kirby St, Detroit, MI 48202

Scarab Club  
[scarabclub.org](http://scarabclub.org)  
217 Farnsworth St, Detroit, MI 48202

**GRAND BLVD. //**

Fisher Theatre  
[broadwayindetroit.com](http://broadwayindetroit.com)  
3011 W Grand Blvd, Detroit, MI 48202

Motown Museum  
[motownmuseum.org](http://motownmuseum.org)  
2648 Berry Gordy Jr. Boulevard, 2648 W Grand Blvd, Detroit,  
MI 48208

**CULTURAL SITES //  
METRO DETROIT**

The Henry Ford Museum  
[thehenryford.org](http://thehenryford.org)  
20900 Oakwood Blvd, Dearborn, MI 48124

**SPECIAL  
THANKS**

**2025-2026 Emerging Administrators Fellows Funding Sponsors**

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**Detroit Conference Planning Team**

Dayna Davis, Israel Sexton

Michael Stone Richards, Lynn Tomaszewski, Lauren Kallman,

Hasan Elahi, Don Tuski, Ian Lambert

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We should like to express our gratitude to Nate Wallace, Head of Civic Partnerships at Michigan Central, for the generous vision in partnering with Cranbrook and ncaa.

We should also like to express our heartfelt thanks to Erika Stefanutti and Parvum Opus, and Claire and Bill Danaher for supporting Cranbrook and NCAA's presence at The Shepherd.