



Engage Your Community. Get new ideas in public communications, customer service, key accounts, and energy services.

October 27 - 28
2020

THE ACADEMY

Customer Connections Virtual Conference

AMERICAN
PUBLIC POWER
ASSOCIATION

AGENDA AT A GLANCE

Tuesday, October 27



Customer Service



Energy Services



Key Accounts



Public Communications

Tuesday, October 27

11 a.m. – Noon

Opening General Session:

The State of Public Power

Honoring our Colleagues: Excellence in Public Power Communications Videos

12:15 – 1:15 p.m.

Measuring Customer Call Center Success

Distributed Generation: Whose Load Is It, Anyway?

Upgrading Your Key Accounts Program: A Guide for Next Level Service

Public Communications Roundtable Discussion

1:45 – 2:45 p.m.

Getting Value from Customer Research

Using Big Data to Design Customer-Focused Programs

Key Accounts Roundtable: Impacts of COVID-19

Communicating with Customers about Electric Vehicles

3 – 4 p.m.

Group Therapy: Customer Service and the Pandemic

Mining Your AMI Data for Energy Planning and Customer Service

Power Out, Key Account Communications On

Success Stories: Public Power Newsletters

4:30 – 5:30 p.m.

Making it Easier for Customers to Pay

Energy Services Roundtable: Experiences and Solutions from COVID-19

Demand Response: Who Wants What, and Why

Generational Communications: Do You Know Who You're Dealing With?

5:30 – 6:30 p.m.

Online Networking: A Sandwich Masterclass with a Pro

All times
Eastern

AGENDA AT A GLANCE

Wednesday, October 28



Customer Service



Energy Services



Key Accounts



Public Communications

Wednesday, October 28

10 – 11 a.m.	Online Networking			
11 – 11:30 a.m.	General Session: Chair's Address Honoring Our Colleagues: Smart Energy Providers			
11:45 a.m. – 12:45 p.m.	A Walk in Your Customer's Shoes	Responding to Corporate Sustainability Goals		Walking the Talk: Communicating with Customers about Sustainability
1:15 – 2:15 p.m.	AMI: Now What?	Financing Energy Efficiency Programs	Battery Storage and Your Key Accounts	Rewriting the Crisis Playbook: COVID-19 Lessons Learned
2:30 – 3:30 p.m.	Customer Service Grab Bag	How Much is an EV Worth?	Key Accounts Jeopardy: What is Back to Basics?	Public Communications Rapid-fire Roundtable
4 – 5:15 p.m.	Closing General Session: Honoring Our Colleagues: Excellence in Public Power Communications Datashock: Artificial Intelligence, Connectedness, and Readyng for the Big Data Future			

All times
Eastern



Join your national network of public power professionals focused on customer services and community connections to compare notes, trade ideas, discover best practices, and learn from case studies.

By participating in the virtual Customer Connections Conference, you'll connect with other utility professionals to examine trends and innovations in four critical areas:

- **CUSTOMER SERVICE**
- **ENERGY SERVICES**
- **KEY ACCOUNTS**
- **PUBLIC COMMUNICATIONS**

Get the latest information from experts in your field. Learn about the national issues and industry-wide developments affecting your community and utility. Share your experiences and strategies for dealing with key challenges.

Conference sessions are designed for utility employees at the **professional** and **management levels** — both veterans and those new to the electric utility industry — in the fields of customer service, energy services, key accounts, and public communications. Attendees typically include:



Who Should Attend

- SPECIALISTS
- COORDINATORS
- ANALYSTS
- SUPERVISORS
- MANAGERS
- DIRECTORS
- VICE PRESIDENTS

The conference is also recommended for utility employees with interests and responsibilities in conference topics and with cross-departmental responsibilities, as well as **rising stars** and **future leaders** who would benefit from learning more about these strategic areas and connecting with the national public power community.

Tuesday, October 27

All times
Eastern

11 a.m. – Noon

Opening General Session

11 a.m. – Noon ET / 10 – 11 a.m. CT / 9 – 10 a.m. MT / 8 – 9 a.m. PT

[Recommended CEUs .1](#) / [PDHs 1](#) / [CPEs 1.2](#)

Welcome

Connie Ford, *Director of Member Services, Missouri Public Utility Alliance, and Chair, APPA Customer Connections Section*

The State of Public Power

Joy Ditto, *President & CEO, American Public Power Association*

As we reflect on 80 years of being connected as a public power community, we also reflect on how we have endured the recent pandemic and other crises throughout our history. Get the latest update on how APPA is working to protect the interests of public power in Washington, D.C., and helping our members to navigate an increasingly complex industry.



Joy Ditto

Honoring our Colleagues

Excellence in Public Power Communications Videos

View the innovative, informative and inspiring videos being honored with this year's Excellence in Public Power Communications Awards.

Noon – 12:15 p.m.

Break

Noon – 12:15 p.m. ET / 11 – 11:15 a.m. CT / 10 – 10:15 a.m. MT / 9 – 9:15 a.m. PT

Key to Sessions



Customer
Service



Energy
Services



Key
Accounts



Public Com-
munications



Industry
Spotlight

12:15 – 1:15 p.m.

Breakout Sessions

12:15 – 1:15 p.m. ET / 11:15 a.m. – 12:15 p.m. CT / 10:15 – 11:15 a.m. MT / 9:15 – 10:15 a.m. PT

[Recommended CEUs .1](#) / [PDHs 1](#) / [CPEs 1.2](#)



Measuring Customer Call Center Success

Call centers are vital to your customer service operations. Yet effectively measuring productivity and gauging call quality can be difficult, especially if your CSRs are working remotely. Review which metrics and key performance indicators offer a meaningful measure of your call center. Discover how you can use the Erlang methodology to optimize your staffing levels. Discuss tools and strategies to evaluate and measure CSR performance.



Distributed Generation: Whose Load Is It, Anyway?

As distributed energy resources become more ubiquitous, the question of who manages this increased load becomes more pressing. Learn how different utilities are successfully managing the increase in small scale generation in their communities.



Upgrading Your Key Accounts Program: A Guide for Next Level Service

It's critical that a utility support a thriving business community with the highest level of service. Established key accounts program must be continually managed and to evolve with a dynamic community. Get insights into "next level" best practices straight from APPA's new Advanced Key Accounts Field Manual, including the five elements of key accounts mastery, how to update an obsolete business plan to reflect community values and needs, and leveraging the Customer Action Plan for continuous follow up.



Public Communications Roundtable Discussion

Gather with your fellow public communicators to discuss the hot-button issues and pressing challenges in utility communications.



Industry Spotlight Session

1:15 – 1:45 p.m.

Break

115 – 145 p.m. ET / 1215 – 1245 p.m. CT / 1115 – 1145 a.m. MT / 1015 – 1045 a.m. PT

1:45 – 2:45 p.m.

BREAKOUT SESSIONS

145 – 245 p.m. ET / 1245 – 145 p.m. CT / 1145 a.m. – 1245 p.m. MT / 1045 – 1145 a.m. PT

[Recommended CEUs .1](#) / [PDHs 1](#) / [CPEs 1.2](#)



Getting Value from Customer Research

Conventional wisdom says to factor in customer opinion data when making decisions about utility services. Learn what counts as customer research, how valuable it can be, and how you can scale it to fit your utility. Get tips for benchmarking your utility's performance and review national trends and data on public power programs, electric vehicles, smart home devices, AMI, mobile device usage, solar energy, and more.



Using Big Data to Design Customer-Focused Programs

Successful demand-side management programs are built on what customers want. Learn how to let data drive your DSM program design and target the right customers. Discover how to meld data from different sources to make informed decisions on how customers could benefit most from low-income programs.



Key Accounts Roundtable: Impacts of COVID-19

Join fellow attendees for a roundtable discussion on how your utility and its large customers are managing the economic and other impacts of COVID-19. Discuss how the pandemic has shifted who you expect to be your key accounts in the future; how your peers are helping customers in the recovery; and how key account managers can best assist their customers and the utility.



Communicating with Customers about Electric Vehicles

Whether your utility is taking a "build it and they will come" approach to EV infrastructure or scrambling to keep up with customer demand, it is critical that you communicate any plans and offerings to your customers. Learn what information customers are seeking about EV charging and what they expect their utility to know.



Industry Spotlight Session

2:45 – 3 p.m.

Break

245 – 3 p.m. ET / 145 – 2 p.m. CT / 1245 – 1 p.m. MT / 1145 a.m. – Noon PT

3 – 4 p.m.

BREAKOUT SESSIONS

3 – 4 p.m. ET / 2 – 3 p.m. CT / 1 – 2 p.m. MT / Noon – 1 p.m. PT

[Recommended CEUs .1](#) / [PDHs 1](#) / [CPEs 1.2](#)



Group Therapy: Customer Service and the Pandemic

The COVID-19 pandemic has far-reaching implications for public power utilities. Join your fellow customer service professionals to share how your utility responded to the pandemic – what worked, what didn't, and how you are moving forward. Be prepared to discuss teleworking and remote customer service operations; payment arrangements, the long-term effects of disconnect moratoriums and waived fees, and other ways the pandemic has impacted customer service operations.

Key to Sessions



Customer Service



Energy Services



Key Accounts



Public Communications



Industry Spotlight



Mining Your AMI Data for Energy Planning and Customer Service

Learn about updates Algonia Municipal Utilities, in collaboration with Iowa State University, made to a MATLAB-based tool that allows even small utilities to mine customer AMI data. With a new machine learning element, utilities can use the tool to better define customer groups and load patterns to analyze or develop new rate definitions or reclassify customers.



Power Out, Key Account Communication On

While ongoing communication with your key accounts is necessary, an outage or service disruption requires enhanced communication. Learn what communication processes and protocols public power utilities have in place in the event of an outage. Discuss when and how to notify customers, communication methods and technologies, priority of notification, and customer expectations.



Success Stories: Public Power Newsletters

Public power utilities have a unique connection to the communities they serve. Explore how utilities are strategically leveraging customer newsletters to strengthen this connection, promote programs, and deliver key messages.



Industry Spotlight Session

4 – 4:30 p.m.

Break

4 – 4:30 p.m. ET / 3 – 3:30 p.m. CT / 2 – 2:30 p.m. MT / 1 – 1:30 p.m. PT

4:30 – 5:30 p.m.

BREAKOUT SESSIONS

4:30 – 5:30 p.m. ET / 3:30 – 4:30 p.m. CT / 2:30 – 3:30 p.m. MT / 1:30 – 2:30 p.m. PT

[Recommended CEUs 1](#) / [PDHs 1](#) / [CPEs 1.2](#)



Making it Easier for Customers to Pay

When we find new ways to help customers pay their utility bill, everybody wins. Discover how utilities are making bill payment easier, from installing kiosks and pay anywhere locations to adding skills to smart speakers ("Alexa, pay my utility bill").



Energy Services Roundtable: Experiences and Solutions from COVID-19

See old friends and meet new ones as you reflect on how you kept your utility going through COVID-19, and the operational solutions that have endured. Share tools that are helping you keep running business as usual or strategies for keeping customers focused on demand side management.



Demand Response: Who Wants What, and Why

From manual to automated programs, learn different demand response strategies and explore the various motivations, experiences, and challenges that customers, utilities and technology providers report. Discuss how automated demand response could take your utility to the next level.



Generational Communications: Do You Know Who You're Dealing With?

With ever-changing customer bases, public power utilities are challenged to identify who their customers are and where they are going for their information. Get insight into various strategies, tactics and platforms you can leverage to message to customers from different generations.



Industry Spotlight Session

5:30 – 6:30 p.m.

Online Networking:

A Sandwich Masterclass with a Pro

5:30 – 6:30 p.m. ET / 4:30 – 5:30 p.m. CT / 3:30 – 4:30 p.m. MT / 2:30 – 3:30 p.m. PT

Immerse yourself in the world of sandwiches as you cook, eat, photograph and discuss everything there is to know about an iconic New York sandwich, with the help of a professional sandwich guide!

Whether you're learning to cook for the first time, or you're a master chef, join your colleagues and fellow sandwich fans as we "cook" a delicious New York sandwich and master the art of sandwich photography to make your Instagram page "drool-worthy." Across the hour, you will be introduced to the fascinating history of the sandwich (and to the famous NY deli whose sandwich we will recreate), and also debate the deep philosophical question "what is a sandwich?".

A list of ingredients/materials will be emailed to attendees in advance so you can follow along from your home or office.

Wednesday, October 28

10 – 11 a.m.

Online Networking

10 – 11 a.m. ET / 9 – 10 a.m. CT / 8 – 9 a.m. MT / 7 – 8 a.m. PT

Power up with coffee, connections and conversation. Visit with your peers and chat with sponsors.

11 – 11:30 a.m.

Online Networking

11 – 11:30 a.m. ET / 10 – 10:30 a.m. CT / 9 – 9:30 a.m. MT / 8 – 8:30 a.m. PT

[Recommended CEUs .1](#) / [PDHs .5](#) / [CPEs .6](#)

Welcome

Patrice Townsend, *Director, Utility Services Department, Kansas City Board of Public Utilities, and Vice Chair, APPA Customer Connections Section*

Chair's Address

Jolene Thompson, *President & CEO, American Municipal Power, Inc., Columbus, Ohio; and Chair, American Public Power Association*

Well before APPA was founded, public power utilities set a strong foundation in their communities that allowed for resilience and innovation. Then as now, engaging with our communities and connecting with our customers reminds them of the value of community ownership.



Jolene Thompson

Honoring our Colleagues

Smart Energy Providers

Join us to honor the utilities receiving the American Public Power Association's Smart Energy Provider best practices designation, which recognizes successful initiatives in energy efficiency and sustainability.

11:30 – 11:45 a.m.

Break

11:30 – 11:45 a.m. ET / 10:30 – 10:45 a.m. CT / 9:30 – 9:45 a.m. MT / 8:30 – 8:45 a.m. PT

11:45 a.m. – 12:45 p.m.

BREAKOUT SESSIONS

11:45 a.m. – 12:45 p.m. ET / 10:45 – 11:45 a.m. CT / 9:45 – 10:45 a.m. MT / 8:45 – 9:45 a.m. PT

[Recommended CEUs .1](#) / [PDHs 1](#) / [CPEs 1.2](#)



A Walk in Your Customer's Shoes

Experience your utility the way your customers do with customer journey mapping. Learn how the journey mapping process helps you identify pain points and opportunities to improve the customer experience. Discover tools, techniques, and best practices you can use to identify and analyze every experience your customers have with your utility.



Responding to Corporate Sustainability Goals



Businesses and corporations large and small are increasingly setting stringent corporate sustainability goals, including commitments to use 100% renewable energy, conserve water, and increase energy efficiency. Hear goals and expectations from several large customers, and how utilities are implementing programs to provide the services that customers require. Discuss how these programs can affect utility operations.



Walking the Talk: Communicating with Customers about Sustainability

Public power utilities are often challenged to articulate their sustainability, but what does that really mean? Learn from utilities that are developing messaging around their integrated resource planning process and highlighting internal sustainability practices to keep customers in the know.



Industry Spotlight Session

12:45 – 1:15 p.m.

Break

12:45 – 1:15 p.m. ET / 11:45 a.m. – 12:15 p.m. CT / 10:45 – 11:15 a.m. MT / 9:45 – 10:15 a.m. PT

Key to Sessions



Customer Service



Energy Services



Key Accounts



Public Communications



Industry Spotlight

1:15 – 2:15 p.m.

BREAKOUT SESSIONS

1:15 p.m. – 2:15 ET / 12:15 – 1:15 p.m. CT / 11:15 a.m. – 12:15 p.m. MT / 10:15 – 11:15 a.m. PT

[Recommended CEUs .1](#) / [PDHs 1](#) / [CPEs 1.2](#)



AMI: Now What?

Wherever you are in the AMI journey – whether you're just getting your feet wet, starting to get your sea legs, or an experienced AMI voyager, learn how to get the most out of your AMI implementation. Review what to expect as you enter your next phase, how to prepare, what you can look forward to, and the positive effects AMI can have on your customer service.



Financing Energy Efficiency Programs

Learn about successful financing options and programs to help keep your customers focused on energy efficiency. Review the details and development process of different financing programs and how each fits into its city's broader energy plans.



Battery Storage and Your Key Accounts

As large customers explore installing battery storage systems, utilities should be exploring how such a move would impact rate structures and beyond. Learn how utilities are managing these changes and what they are doing to help customers to explore and embrace energy storage.



Rewriting the Crisis Playbook: COVID-19 Lessons Learned

The COVID-19 pandemic affected nearly every aspect of life. Hear from public power communicators who weathered the storm and came out stronger on the other side.



Industry Spotlight Session

2:15 – 2:30 p.m.

Break

2:15 – 2:30 p.m. ET / 1:15 – 1:30 p.m. CT / 12:15 – 12:30 p.m. MT / 11:15 – 11:30 a.m. PT

2:30 – 3:30 p.m.

BREAKOUT SESSIONS

2:30 – 3:30 p.m. ET / 1:30 – 2:30 p.m. CT / 12:30 – 1:30 p.m. MT / 11:30 a.m. – 12:30 p.m. PT

[Recommended CEUs .1](#) / [PDHs 1](#) / [CPEs 1.2](#)



Customer Service Grab Bag

Ask your burning questions at this roundtable discussion and tackle your most pressing issues in a room full of customer service experts. Share ideas, get feedback, and brainstorm new solutions. Take away practical solutions from peers who've walked the path before you.



How Much is an EV Worth?

Electric vehicles have the potential to increase utility revenue and reduce carbon dioxide emissions – a technology rather unique for utility demand-side management programs. Learn how different utilities value EVs, what incentives they provide, and how they have managed any increased load.



Key Accounts Jeopardy: What Is Back to Basics?

Come test your knowledge of essential facts for key accounts team members. In true Jeopardy! fashion, answer questions in categories that remind you of the basics in understanding customers and developing strategies for better services.



Public Communications Rapid-fire Roundtable

Why struggle alone with your challenges? Join your fellow communicators for a rapid-fire brainstorming session – because two (or more) heads are better than one! Submit topics and questions in advance so you can crowdsource solutions and offer up your own ideas.



Industry Spotlight Session

3:30 – 4 p.m.

Break

3:30 – 4 p.m. ET / 2:30 – 3 p.m. CT / 1:30 – 2 p.m. MT / 12:30 – 1 p.m. PT

Key to Sessions



Customer Service



Energy Services



Key Accounts



Public Communications



Industry Spotlight

4 – 5:15 p.m.

Closing General Session

4 – 5:15 p.m. ET / 3 – 4:15 p.m. CT / 2 – 3:15 p.m. MT / 1 – 2:15 p.m. PT

[Recommended CEUs .1](#) / [PDHs 1.25](#) / [CPEs 1.5](#)

Honoring Our Colleagues

Excellence in Public Power Communications and Recognition of Officers

Celebrate the winners of the Excellence in Public Power Communications Awards in the Print/Digital and Social Media/Web categories, and find out the winner of the Audience Choice video award. Recognize the officers who helped plan and deliver this conference.

Datashock: Artificial Intelligence, Connectedness, and Ready for the Big Data Future

As we hurtle toward a society and economy powered by artificial intelligence and big data, are we in for shock? Are AI, smart algorithms, big data, and the Internet of Things really taking over? See how increasingly trackable human behavior — from financial transactions to social interactions — could change the way we live, work, and do business. Explore whether AI can help the energy industry make better decisions and improve efficiencies. Learn how to recognize disruptive AI, assess its potential, and prepare for a data- and algorithm-driven future.

Jennifer Golbeck is an associate professor at the University of Maryland. Her work focuses on how to enhance the way that people interact with their information online. Her research explores the implications of our choices and actions with the internet tools we use daily.



Jennifer Golbeck

This conference is an annual reminder of the vast information, resources and talent that spreads across America's public power organizations. The conference allows us to work together to build a better and brighter future to continue to serve our communities, together.

Lauren Munsey
Senior Communications Specialist
Gainesville Regional Utilities
Florida



1

Make connections

You won't just be passively staring at a screen all day. The conference is full of roundtables and networking opportunities that will let you turn on your cameras and talk face-to-face (online) with your fellow participants so you can compare notes, trade ideas, and share best practices.

2

Critical issues

Hear from keynote and breakout speakers about the critical trends shaping our industry and get expert advice on challenges and opportunities. From how others are coping with the pandemic, to the new technologies and strategies that will propel our industry into the future, this is your opportunity to get tips, resources and solutions from others facing the same challenges as you, and get innovative ideas for your community.

3

Attend now... and later

You'll have the opportunity to choose which breakout sessions you attend, so you can customize your experience to suit your interests. But you don't have to worry about missing out: you'll also be able to access recordings of all the breakout sessions you might have missed after the event.

4

Easy to use

We've designed this virtual event to be as easy as possible for attendees to navigate. Here's how it will work:

A few days before the conference, we'll send you a link to our virtual event portal. To access the page, you'll just need to log in with the same username and password you use to log in to PublicPower.org.

Once you log in, you'll find an easy-to-navigate menu of all the conference sessions and events. You'll be able to click on any item for more information, and for a link to join the session at the appropriate time.

After a session ends, you'll just close that meeting window, go back to the program menu, and select the next session you want to join.

The actual sessions and networking events will be hosted by Zoom. We've chosen Zoom in part because it's one of the easiest, most intuitive virtual meeting forums out there. So even if you've never participated in a virtual event before, you'll get the hang of this in no time.

Registration

Register online at www.PublicPower.org/CustomerConnections

Registration Fee

	Register by September 25	After September 25
Member	\$575	\$625
Nonmember	\$1,150	\$1,200

Not yet an American Public Power Association member?

Join today and save \$575 on your conference registration. Call 202-467-2944 or email Membership@PublicPower.org to learn more.

Group Discounts

Save an additional \$50 on each registration for this virtual conference when your organization registers 5 or more people. Contact Registration@PublicPower.org for more information and to request the group registration form to receive this special discount.

Cancellation, Refund, and Substitution Policy

Registrants who cancel in writing on or before Friday, October 23, 2020 are entitled to a refund of their registration fee, minus a \$50 cancellation fee. Registrants who cancel after October 23, 2020 will not receive a refund, but attendee substitutions will be allowed for the 2020 Customer Connections Virtual Conference only. Registrants and no-shows who do not cancel on or before October 23 are responsible for the full registration fee and are not entitled to a refund of their registration fee.

Requests must be made in writing to: Registration@PublicPower.org

Code of Conduct

Attendees of American Public Power Association meetings agree to abide by the APPA Code of Conduct. If attendees engage in unacceptable behavior as outlined in the Code of Conduct, the Association may take any action it deems appropriate, including but not limited to, expulsion from the current and future meetings, with no warning or refund.

Contact Us

Visit PublicPower.org/CustomerConnections for program updates and to register online.

Registration Questions

Registration@PublicPower.org
202-467-2978

Program Questions

EducationInfo@PublicPower.org
202-467-2973

Sponsor Questions

Membership@PublicPower.org
202-467-2903

Earn Educational Credits

Earn continuing education credits when you participate in the sessions live!



Continuing Education Units

The American Public Power Association is accredited by the International Association for Continuing Education and Training (IACET) and is authorized to issue the IACET CEU.

Professional Development Hours

The Association's educational practices are consistent with the criteria for awarding Professional Development Hours (PDHs) as established by the National Council of Examiners for Engineering and Surveying (NCEES). Course eligibility and number of PDHs may vary by state.

Continuing Professional Education Credits

The American Public Power Association is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be addressed to the National Registry of CPE Sponsors, 150 Fourth Ave. N., Suite 700, Nashville, TN 37219-2417. Website: www.nasbaregistry.org.

Earn up to 11.6 CPE credit hours for attending this virtual conference. All sessions are intermediate-level, group-internet based offerings with no prerequisites and no advance preparation required. Areas of study will be listed on the Verification of Attendance form. For more information regarding administrative policies, such as clarification of requirements, complaints, and refunds, contact EducationInfo@PublicPower.org.



80 Years of Powering Strong Communities

The American Public Power Association is the voice of not-for-profit, community-owned utilities that power 2,000 towns and cities nationwide. We represent public power before the federal government to protect the interests of the more than 49 million people that public power utilities serve, and the 93,000 people they employ. Our association advocates and advises on electricity policy, technology, trends, training, and operations. Our members strengthen their communities by providing superior service, engaging citizens, and instilling pride in community-owned power. www.PublicPower.org

THE ACADEMY

AMERICAN PUBLIC
POWER ASSOCIATION

The Academy is public power's complete resource for professional education and certification, helping electric industry employees stay abreast of rapidly evolving technologies, regulations, and customer needs. Learn more about our conferences, webinars, special events, continuing education and custom in-house trainings at www.PublicPower.org/Academy.