



**NYU**

**ROBERT F. WAGNER GRADUATE  
SCHOOL OF PUBLIC SERVICE**

## **PADM-GP 4137 \* EXEC-GP 4137**

# **Communications and Branding for Nonprofits Spring 2023**

### **Instructor Information**

- Farra Trompeter
- Email: [farra@nyu.edu](mailto:farra@nyu.edu) | Cell: 646-265-7941
- Emails and calls will be returned within one business day
- Office Hours: After class sessions or by appointment. Please schedule in advance.

### **Course Information**

- Class Meeting Times: Saturdays, 9:00-10:40am, 1/28, 2/11, 2/25, 3/11, 4/1, 4/15, 4/29
- Class Location: 194 Mercer Street, Room 306A

### **Course Prerequisites**

- There are no prerequisites for this course.

### **Course Description**

An organization's brand can help it raise money, create change, and recruit participants as it effectively communicates its mission. But a brand is more than just a logo or a memorized elevator pitch, it is the way both internal and external audiences perceive your organization—and shaping this perception is as essential to the success of nonprofit and public organizations as it is to for-profit organizations. And since many nonprofits have limited staff and financial resources available for communications activities, it is even more important that these resources be deployed as strategically as possible. This course will offer an overview of branding and communications concepts, helping students approach communications in a way that builds commitment to their organization's mission, increases trust, creates ambassadors, and strengthens impact. Students will gain a basic familiarity with a variety of branding principles and develop strategic communication recommendations for an organization they are familiar with.

## Course and Learning Objectives

By the end of this course students should be able to:

1. Understand how a brand can act as the driver to an organization's overall communications strategy.
2. Define positioning and personality for a nonprofit organization and apply these tools to make decisions around an organization's brand and communications channels.
3. Apply best practices for managing communications.
4. Explain the elements of a strategic framework and use it to make better decisions.
5. Produce strategic recommendations for an organization, movement, or campaign.

## Learning Assessment Table

Graded Assignment	Course Objective Covered
Organization overview worksheet	#1
Brand refinement worksheet	#1, #2
Case study worksheet	#3
Final memo	#4, #5

## Required Readings

- All readings, videos, podcasts, case studies, and other materials for each session, can be found online and are listed under each class below.
- For each session, there will be required readings and optional ones offered.
- There are no required textbooks for this course, but we will be referring to content from the following book: Durham, Sarah. *Brandraising*. California: Wiley, 2010. You can read it online via [NYU Library ProQuest Ebook Central](#).
- You will select and purchase two case studies via links noted in session 5.

## Participation and Attendance

Class attendance and preparation are critical. All of us bring different perceptions and ideas to this dialogue about strategic communications. Please prepare for each class by immersing yourself in the assignments and participating in discussion forums and breakout rooms. I'd like you to be ready to provide an open and comfortable atmosphere in which you and your classmates can share comments and participate.

As your instructor, I will happily share my knowledge and experience, but I see myself as a facilitator. Our sessions will be interactive and I expect that you'll be ready to share your insights from the readings and engage one another in a discussion. This course is for the student who

wants to engage with the material and each other. Class participation is important and will count toward your overall grade. If speaking in public is difficult for you, please let me know early on.

**Since we are only meeting for seven sessions, you are required to attend every class and arrive on time.** If you are not able to attend a class:

- Notify me beforehand via email.
- If there is an assignment due on a date you are absent from class, it is still due at the beginning of class unless you are granted an extension. Extensions will be granted only in case of emergency, out of respect for those who abide by deadlines despite hectic schedules. (See *late submission policy* below.)
- If you'd like to maintain a high participation grade, you are welcome to submit an optional reflection paper on one of the readings due for the class you miss before the next time we meet two weeks later.
- Please review the slides and resources I post after class sessions and ask me or a classmate any questions about the material we cover.

## Assessment Assignments and Evaluation

For your assignments, you will need to select a nonprofit or public sector organization, movement, or campaign to serve as your case study. You can pick an organization you are already connected to, one that you admire, or even one you just learned about. While you can do the assignments without talking to an actual organization, connecting with a staff person there will make your projects better. If you need help selecting an organization, let me know after our first session.

**Your final grade will be calculated as follows:**

1. Class attendance and participation: 25%
2. Worksheets: 40%
  - a. Organization overview: 5%
  - b. Brand refinement: 15%
  - c. Case study answers: 20%
3. Final memo: 35%

## Grading Rubric

I will evaluate your work on the quality of your insights and your ability to demonstrate that you have processed the readings and reflected on our class discussions. I expect your projects to be organized and thoughtful. Your projects should be well written and reflect professional quality in spelling, grammar, punctuation, and clarity.

### Worksheets

- 5: Excellent: sets an example for others to follow
- 4: Very Good: clearly understands concepts
- 3: Good: basic grasp of concepts
- 2: Marginal: missing some of the concepts

- 1: Unacceptable/poor: doesn't understand most or all of the concepts
- 0: Not submitted

### Final memo

- **WRITING (25%):** The writing is fluid; sentences/paragraphs are well structured; proper grammar; shows a command of graduate-level vocabulary and understanding of concepts; polished, not drafty.
- **PROFESSIONAL PRESENTATION (10%):** Correct spelling/no typos; length limits honored (if given); timeliness and other instructions followed.
- **ANALYTICAL THINKING (25%):** Uses material from class to develop and support ideas; demonstrates an effort to integrate materials; paper has a logical flow that presents and develops a clear, unified position/argument; the argument is consistent (no contradictions or gaps) and based on critical thinking.
- **RECOMMENDATIONS (30%):** Reflects realities of nonprofit organization's resources, mission, and community; applies insights to a practical discussion of strategic communications.
- **REFERENCES (10%):** Uses and cites references appropriately. You can use ANY reference system of your choice, as long as you are consistent.

### Participation

I will use this rubric when calculating your participation grade:

- 23-25%: "A" Level Participation
  - Attends all classes. If late, sends an email to the professor ahead of time.
  - Frequently contributes to class conversation (roughly once or twice per class in-person as well as in the forums).
  - Comments are clear, succinct, and relevant to the current conversation.
  - Is prepared for class, as evidenced by:
    - providing substantive responses
    - applying ideas from the readings to the discussion
    - challenging or extending ideas in the readings; and
    - integrating or contrasting ideas from current readings with previous readings
- 20-22%: "B" Level Participation
  - Misses one class. May not send an email to the professor ahead of time.
  - Infrequently contributes to class conversation in sessions or in the forums.
  - Comments are sometimes unclear, long-winded, or not relevant to the discussion.
  - Is less prepared for class (see above).
- 17-19%: "C" Level Participation
  - Misses two classes. Doesn't email the professor ahead of time.
  - Arrives late more than once.
  - Rarely contributes to class conversation in sessions or in the forums.
  - Is unprepared for class (see above).

## Late Submission Policy for Assignments

Extensions will be granted only in case of emergency, out of respect to those who abide by deadlines despite equally hectic schedules. Late submissions without prior permission will be penalized by a letter grade per day (e.g. B+ to B).

1. Assignments are due before 9:00 am on the dates indicated on NYU classes.
2. Extensions on assignments will be granted only in case of emergency or special circumstances. This policy is adopted out of respect to those who abide by deadlines despite equally demanding schedules.

## Letter Grades

Letter grades for the entire course will be assigned as per [Wagner's grading policy](#).

## Overview of the Semester

- Class 1, January 28
  - Topic: Understanding strategic communication and defining Brandraising
  - Deliverable: Assignment 1 due at 9 am on Feb. 4
- Class 2, February 11
  - Topic: Setting goals and engaging audiences
- Class 3, February 25
  - Topic: Brand strategy and identity – what are we communicating?
- Class 4, March 11
  - Topic: Brand experience and brand architecture
  - Deliverable: Assignment 2 due at 9 am on Mar. 11.
- Class 5, April 1
  - Topic: Making real-life brand and communications decisions
  - Deliverable: Assignment 3 due at 9 am on Apr. 1.
- Class 6, April 15
  - Topic: Using campaigns and social media to attract supporters; practicing racial equity
- Class 7, April 29
  - Topic: Final Class - Internal communications, strong teams, and developing plans
  - Deliverable: Final assignment due at 9 am on May 6.

# Detailed Course Overview

## SESSION 1: UNDERSTANDING STRATEGIC COMMUNICATION AND DEFINING BRANDRAISING

### Readings Due

- [“How Nonprofits Can Use a SWOT Analysis”](#) by Kristen Hay (2017)
- [“The Role of Brand in the Nonprofit Sector”](#) by Nathalie Kylander & Christopher Stone (2012)
- [“Building a brand for social change”](#) by Ally Dommu (2018)
- [“Three factors that can jeopardize your branding process”](#) by Farra Trompeter (2019)
- [“How does your nonprofit define communications?”](#) by Sarah Durham (2020)
- Podcast: [“Marketing versus communications: what’s the difference?”](#) by Sarah Durham and Samantha Campbell (2021)
- [“Why Nonprofit Branding is Different from Other Companies— and Why It Matters”](#) by Deroy Peraza (2022)

### Recommended Reading

- [“Are you underestimating the power of communications?”](#) by Elizabeth Ricca (2017)
- [“Marketing & Communications in Nonprofit Organizations”](#) by David Williamson (2009)
- [“Mindshare: How your organization stays front and center”](#) by Sarah Durham (2020)
- Podcast: [“What happens when people think they know your organization but they don’t?”](#) by Sarah Durham and Teresa C. Younger (2020)
- [“Branding for Non Profit Organizations: The Definitive Guide”](#) by Melissa Kovach (2022)
- [“Top 5 Nonprofit Branding Mistakes”](#) by Ida Persson (2021)
- [“Nonprofit Communications vs. Marketing, Fundraising and Storytelling”](#) by Alyssa Conrardy (2022)

### Online Activity

- Before class (by 1 pm on January 27), [please fill out this survey](#).

### Assignment

Submit organization overview worksheet. **Due 9 am on Saturday, February 4** via Assignments in Brightspace.

## SESSION 2: SETTING GOALS AND ENGAGING AUDIENCES

### Readings Due

- [Achieve more: Putting strategy to work for your nonprofit](#) (ebook), Big Duck (2018)
- [“Encourage inclusion and equity at your organization with SMARTIE goals”](#) by NTEN/The Management Center (2018)

- [“Four simple frameworks to prioritize your audiences”](#) by K Yin (2022)
- [“Strategies to avoid bias when defining your nonprofit's audiences”](#) by Laura Fisher (2020)
- [“How to engage your community in your brand “](#) by Ally Dommu (2022)
- Podcasts:
  - [“How can you use donor personas to guide your communications?”](#) by Mica Bevington and Farra Trompeter (2021)
  - [“Where is the community in your communications?”](#) by Sarah Durham and Michelle Shireen Muri (2021)

### Recommended Reading

- [“5 Ways To Use Your Audience Persona To Tell A Better Story”](#) by Vanessa Chase
- [“Creating an inclusive and equitable research process”](#) by Ally Dommu (2019)
- [“Inclusive branding”](#) by Chris Tuttle (2019)
- [“Resource guide to understanding and engaging your audiences”](#) by Jen Petersen (2022)
- (Webinar) [Mapping your organization's role in an ecosystem: What, why, and how?](#) Farra Trompeter (2022)
- Podcasts:
  - [“What is strategy?”](#) with Sarah Durham, Laura Fisher, and Gil Mejia (2019)
  - [Why do government agencies need strong brands?](#) Ally Dommu and Charlotte Levitt (2022)

### Assignment

Complete the worksheet “Audience Profile” for one audience using your selected organization, campaign, or movement, and be ready to share it during our live session (we’ll break out into small groups). **Due 9:00 am on Saturday, February 11.** Assignments section -- you don’t need to bring it to class.

## SESSION 3: BRAND STRATEGY AND IDENTITY – WHAT ARE WE COMMUNICATING?

### Readings Due

- [“Brand strategy: translating your vision and mission into everyday communications”](#) (ebook) by Ally Dommu and Ryan Gerhardt (2020)
- [“How to inclusively shape your organization's voice”](#) by Hannah Thomas (2020)
- [“An Emotional Connection Matters More than Customer Satisfaction”](#) by Alan Zorfas and Daniel Leemon (2016)
- [“Using your brand strategy every day in everything”](#) by Sarah Durham (2017)
- [“Give old messaging new life with brand strategy”](#) by Lila Tublin (2021)
- [“Make your brand strategy visible, every day”](#) by Claire Taylor Hansen (2020)
- [“Messaging considerations for a movement”](#) by Hannah Thomas (2020)

- Podcast: “[What can a good tagline do for your nonprofit?](#)” by Chandra M. Hayslett, Ambar Mentor-Truppa, and Farra Trompeter (2021)

## Recommended Reading

- “[How Great Leaders Inspire Action](#)” (TED talk) by Simon Sinek (2009)
- “[The case for a boring elevator pitch](#)” by Dan Gunderman (2019)
- “[The Eight-Word Mission Statement](#)” by Kevin Starr (2012)
- “[The 4 levels of nonprofit vision statements](#)” by Lila Tublin (2020)
- “[Resource guide to creating your vision, mission, and values](#)” by Jen Petersen (2022)
- “[The language of values](#)” by Dan Gunderman (2016)
- “[Getting your new name right: ensuring a successful organizational renaming process](#)” by Farra Trompeter (2018)
- “[Make your logo stand out from the pack](#)” by Wing Sze-Ho and Sandy Zimmerman (2020)
- “[Can your brand be more accessible?](#)” by Wing-Sze Ho and Sandy Zimmerman (2021)
- “[The power of illustration: branding, storytelling and its impact](#)” by Raffi Marhaba and Sandy Zimmerman (2022)
- “[How this nonprofit’s reimagined brand helps it serve its mission](#)” by Adele Peters (2018)
- “[Be more ethical when you use images. Here’s how.](#)” by Claire Taylor Hansen (2022)
- Podcasts
  - “[How are organizational values and personality different?](#)” with Sarah Durham and Farra Trompeter (2018)
  - “[Does your nonprofit need a new logo?](#)” with Sarah Durham and Claire Taylor Hansen (2019)
  - “[Should you rename your nonprofit?](#)” with Sarah Durham, Dan Gunderman, and Farra Trompeter (2019)
  - “[What type of tagline works best?](#)” with Sarah Durham and Ryan Gerhardt (2020)

## Assignment

Draft the positioning and personality statements for your selected organization, movement, or campaign, and be ready to share them during our live session (we’ll break out into small groups). **Due 9:00 am on Saturday, February 25.**

## Guest speaker

Frank Liu (He/Him), Founder, [Brand Justice](#)

## SESSION 4: BRAND EXPERIENCE AND BRAND ARCHITECTURE

### Readings Due

- “[The importance of creating a good experience with your brand online and beyond](#)” by Sarah Durham and Farra Trompeter (2020)
- “[Three ways to start democratizing your brand](#)” by Claire Taylor Hansen (2021)



- [Brand architecture: Strategies to strengthen your nonprofit's family of programs, events, and initiatives](#) (ebook) by Big Duck (2017)
- ["Why bad brand architecture happens to good organizations"](#) by Ally Dommu (2016)
- ["When you know you've got a brand architecture problem: an exercise"](#) by Claire Taylor Hansen (2018)
- ["Using sub-brands strategically"](#) by Sandy Zimmerman (2022)
- Podcast: ["How can you get your new brand to stick?"](#) with Ally Dommu and Sarah Durham (2018)
- ["Brand stickiness: Building, integrating, and managing your nonprofit's voice so it succeeds"](#) ebook by Ally Dommu and Hannah Thomas (2018)

### Recommended Reading

- ["Rebuild before repainting: What's really holding your communications back?"](#) by Elizabeth Ricca (2014)
- ["Six steps to ensure your rebranding sticks"](#) by Sarah Durham (2014)
- ["How to take credit when it's not that simple"](#) by Dan Gunderman (2018)
- ["Does your brand have a shelf-life?"](#) by Sarah Durham (2019)
- ["Don't make it harder to get the attention you deserve"](#) by Elizabeth Ricca (2016)
- ["Stop competing with yourself: How to prevent the creation of too many sub-brands"](#) by Claire Taylor Hansen (2022)

### Assignment

Submit the brand refinement worksheet for your selected organization. **Due 9:00 am on Saturday, March 11.**

Guest speaker:

TBD

## SESSION 5: MAKING REAL-LIFE BRAND AND COMMUNICATIONS DECISIONS

### Readings Due (to be purchased)

Please read and purchase at least two of the following case studies and then submit answers to a set of questions for one of them. You can purchase the case studies at [the Harvard Business Publishing site](#) and [the Yale School of Management site](#) (for The Public Theater).

- "Marketing New York City" by V. Kasturi Rangan, Anita Elberse (2008)
- "Social Media and the Planned Parenthood/ Susan G. Komen for the Cure Controversy" by Laura Winig, Archon Fung (2012)
- "Commonwealth Shakespeare Company: To Be, or Not To Be, Digital is the Question" by Clare Gillan Huang (2020)
- "The Wellness Institute: To Brand or Not to Brand" by Sara Penner (2019)

- “Educo: Brand and Strategy in the Nonprofit Sector” by Xavier Oliver and Isaac Sastre Boquet (2021)
- "The Public Theater" by Steven C. Koernig (2015)

### Recommended Reading

- [“For economic and racial justice: A rebrand story”](#) by Ambar Mentor-Truppa (2019)
- [“Engaging staff for a successful rebrand that lasts”](#) by Katherine Ollenburger and Karla McLean (2019)
- Podcast: [“How does branding make things easier?”](#) by Elandria Jackson Charles and Farra Trompeter (2022)

### Assignment

Submit the case study worksheet for one of the cases and come to class ready to discuss both of the case studies you read. **Due 9:00 am on Saturday, April 1.**

### Guest speaker

TBD

## SESSION 6: USING CAMPAIGNS AND SOCIAL MEDIA TO ATTRACT SUPPORTERS; PRACTICING RACIAL EQUITY

### Readings Due

- [“The difference between your nonprofit’s brand and its campaigns”](#) by Sarah Durham and Lila Tublin (2017)
- [“Use campaigns to build mindshare and engagement”](#) by Sarah Durham (2022)
- [“Stop Raising Awareness Already”](#) by Ann Christiano and Annie Neimand (2017)
- [RACE AND RACISM: Doing Good Better](#) by Communications Network (2020)
- Case study: [Shifting Perspectives Leads to Shifting the Narrative](#) (2020)
- [How to make your communications team a catalyst for DEI](#) by Tina Chong and Colleen Flynn (2019)
- [“You can build a strong concept for your campaign in six steps. Here's how.”](#) by Claire Taylor Hansen (2022)
- [Aspirational Communication](#) by Doug Hattaway (2020)
- Podcast: [“The Ethical Rainmaker: The racist roots of nonprofits & philanthropy”](#) by Michelle Shireen Muri and Christina Shimizu (2020)

### Recommended Reading

- [“Weaving campaigns into your bigger story”](#) by Will Nolan (2018)
- [Using brand personality to guide your presence on social media](#) by Ryan Gerhardt (2020)
- [“A multi-media campaign from Black Feminist Future responds to attacks on reproductive rights in the US”](#) by Olivia Hingley (2022)

- [“A Chorus for Wildlife: How World Wildlife Fund helped organize a global clarion call to stop wildlife crime.”](#) by Carter Roberts & Steve Ertel (2016)
- [Branding & Collateral–DEI Report](#) by Communications Network (2022)
- [“What is Nonprofit Marketing? 8 Ways to Boost Online Efforts”](#) by Lauren Pope (2022)
- [Writing with an antiracist lens](#) by Lila Tublin (2020)
- [“Doing Better On Racial Justice: A Framework For Brands And Nonprofits”](#) by David Hessekiel (2020)
- [“The real reason your organization isn’t well-known”](#) by Sarah Durham (2017)
- [“The Science of What Makes People Care”](#) by Ann Christiano & Annie Neimand (2018)
- [“Social Media for Nonprofits: A Comprehensive Guide”](#) by Adele Streissguth (2022)
- [“Social Media in Government: Benefits, Challenges, and How it's Used”](#) by Claire Beveridge and Tony Tran (2022)
- [“Where Nonprofits Spend Their Time On Social Media in 2022”](#) by Martina Bretous (2022)
- [Strength-Based Communication for Nonprofits](#) by Prosper Strategies
- [How could ethical fundraising be more effective?](#) Blue State Digital (2021)

Guest Speaker

TBD

## SESSION 7: INTERNAL COMMUNICATIONS, STRONG TEAMS, AND DEVELOPING PLANS

Readings Due

- [“The Back-of-the-Envelope Guide to Communications Strategy”](#) by Ann Christiano and Annie Neimand (2017)
- [“It’s time for your nonprofit to prioritize internal communications”](#) by Farra Trompeter (2022)
- [“Best practices for your internal communication strategy”](#) by Ronnie Gomez (2021)
- [“Developing the mission of your communications team”](#) by Laura Fisher (2019)
- [“4 steps to more powerful communications”](#) by Elizabeth Ricca (2017)
- [“4 Steps to Strategic Communications”](#) by Maura F. Farrell (2018)
- [The Nonprofit Communications Trends Report](#) by Kivi Leroux Miller (2023)

Recommended Reading

- [“MOCHA model”](#) by The Management Center
- [“Internal communications: elements to include in your nonprofit’s plan”](#) by Meg Shannon (2016)
- [“What Goes Into A Nonprofit Marketing And Communications Plan Or Strategy?”](#) by Kivi Leroux-Miller (2019)
- [“What can the right communications staff really do for your nonprofit?”](#) by Sarah Durham (2017)

- [“7 Signs Your Communications Strategy Isn’t Strategic”](#) by Kivi Leroux Miller (2017)
- [“https://www.talkfreely.com/blog/internal-communication-trends”](https://www.talkfreely.com/blog/internal-communication-trends) by Stuart Sinclair (2022)
- [“The best communications tools for nonprofits — internal and external”](#) by Meredith Esquivel
- Podcasts
  - [“How can you facilitate better internal communications?”](#) by Sarah Durham and Wayne Ho (2019)
  - [“Why should you prioritize internal communications? - Big Duck”](#) by Fatima Jones and Farra Trompeter (2022)
  - [“How do you structure a growing communications team?”](#) by Sarah Durham and Suzanne Shaw (2019)
  - [“Who should be on your communications team?”](#) by Sarah Durham and Kivi Leroux Miller (2021)
  - [“Ep 104: Creating a Nonprofit Communications Engine \(with Sarah Durham\)”](#) by Sarah Durham and Joan Garry (2020)

#### Guest speaker

Mira Sleilati, Director, Internal Communications, [State of NY Metropolitan Transportation Authority \(MTA\)](#)

#### Assignment

Submit a 4-5 page memo proposing the strategic framework and communications recommendations for your selected organization. **Due 9 am on Saturday, May 6.**

## Additional resources

[Nonprofit Marketing Guide](#)  
[The Ethical Rainmaker Podcast](#)  
[The Hub - Community-Centric Fundraising](#)  
[Nonprofits Are Messy](#)  
[We Are For Good Podcast](#)  
[Nonprofit Tech for Good](#)  
[Radical Communicators Network](#)  
[NTEN](#)  
[Nonprofit Nation with Julia Campbell](#)  
[Nonprofit Hub](#)

## NYU Brightspace

All announcements, resources, and assignments will be delivered through the NYU Brightspace. I may modify assignments, due dates, and other aspects of the course as we go through the term with advance notice provided as soon as possible through the course website. Also, I will occasionally send emails about course details, including possible guest speakers

and logistics, to your NYU email account. *Please check both the course website and your NYU email account regularly.*

## **Academic Integrity**

Academic integrity is a vital component of Wagner and NYU. All students enrolled in this class are required to read and abide by [Wagner's Academic Code](#). All Wagner students have already read and signed the [Wagner Academic Oath](#). Plagiarism of any form will not be tolerated and students in this class are expected to report violations to me. If any student in this class is unsure about what is expected of you and how to abide by the academic code, you should consult with me.

## **Henry and Lucy Moses Center for Student Accessibility**

Academic accommodations are available for students with disabilities. Please visit the [Moses Center for Students with Disabilities \(CSD\) website](#) and click the "Get Started" button. You can also call or email CSD (212-998-4980 or [mosescsd@nyu.edu](mailto:mosescsd@nyu.edu)) for information. Students who are requesting academic accommodations are strongly advised to reach out to the Moses Center as early as possible in the semester for assistance.

## **NYU's Calendar Policy on Religious Holidays**

[NYU's Calendar Policy on Religious Holidays](#) states that members of any religious group may, without penalty, absent themselves from classes when required in compliance with their religious obligations. Please notify me in advance of religious holidays that might coincide with exams to schedule mutually acceptable alternatives.

## **NYU's Wellness Exchange**

[NYU's Wellness Exchange](#) has extensive student health and mental health resources. A private hotline (212-443-9999) is available 24/7 that connects students with a professional who can help them address day-to-day challenges as well as other health-related concerns.