Advocacy and Public Policy. Effectively using community organizing, public education, policy research, and lobbying to educate government officials, organize community support, garner social change, and influence public policy.

Communications, Marketing, and Public Relations. Demonstrating principles and techniques that provide transparency and accountability, while understanding and communicating specifically to various constituents—including internal stakeholders—using communications, general and social media marketing, and public relations that develop financial and non-financial support for the organization.

Financial Management and Social Entrepreneurship. Applying critical financial concepts and generally accepted accounting principles (GAAP) practices to establish and maintain realistic budgets, internal controls, financial statements, cash flow maintenance, audits, and tax reporting. Creating and maintaining sustainable business models, impact and/or social investment strategies, hybrid organizational forms, and innovative revenue structures.

Fundraising and Resource Development. The ability to develop a diversified fund development strategy that is proactive and integrated into organization's long-term strategic plan and budget projections. Knowledge of and ability to execute several different fundraising strategies, including but not limited to stewardship and cultivation of donors, gift processing, developing new business, event planning, planned giving and major gifts campaigns, and grantwriting.

Grantmaking or Direct Service. Grantmaking: Identifying and working with prospective and existing grantees, monitoring grantee progress, and exploring new grantmaking areas. Providing recommendation for funding and conducting grant reviews. In-depth knowledge of program area(s). Direct Service: Effectively working with clients and/or constituents. Expertise in a specific field of service, client relations, and intercultural competency. We found employees and volunteers will exhibit direct service or grantmaking but not both competencies at the same time. Therefore, we combined these two competencies into one.

Human Resources Management and Volunteerism. Ability to apply knowledge of employment laws and practices for nonprofit recruitment and selection, for managing employees and volunteers, and for monitoring performance, diversity and intercultural competency, compensation and benefits, training and development, labor relations, and health and safety.

Information Management. Development, maintenance and application of information technology, including planning, budgeting, staffing and training, evaluation, and selecting hardware and software, social media, and website capabilities and use.

Leadership and Governance. Understanding of the relationship between leadership and management in establishing and attaining mission and long- and short-term organizational goals. Ability to look within self and team members in order to understand how personal backgrounds and experience shape the leadership experience. Demonstrated ability to lead effectively and manage the governing board of the organization.

Legal and Regulatory. Understanding of the influences of external and internal stakeholders in creating and maintaining legal compliance, ethical and risk management practices, and professional standards in the appropriate settings.

Planning and Evaluation. Understanding of the external and internal influences of program and organizational development, as well as organizational life cycles. Ability to create logic models, data-based decision making, program feasibility, and continuous improvement plans for effective management. Ability to develop a theory of change and apply various methods of evaluation to comprehensively evaluate performance measurement and program and organizational effectiveness.