



# UEFA Academy Programme Catalogue

WE CARE ABOUT FOOTBALL

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Aleksander Čeferin  
UEFA President

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# INTRODUCTION

To perform well on the pitch, teams require talented and well-trained players. Football organisations are no different: to navigate the complexities of modern football, national associations and their stakeholders need talented and well-trained employees and leaders. This is why UEFA has launched a series of education programmes and knowledge-sharing initiatives for the continuous development of professionals in football. These learning initiatives have now been combined under the umbrella of the recently launched **UEFA Academy**.

The education programmes run by the **UEFA Academy** always involve the top professionals in the game with the support of forward-thinking academics. This balance between a theoretical background and professional expertise is a strong feature of our courses. Held at UEFA headquarters and some of the most iconic football facilities in Europe, our programmes will bring you to the heart of European football. Thanks to the partnerships with leading European academic institutions, graduates from the **UEFA Academy** can earn a diploma from a European university that is recognised internationally through the European Credit Transfer and Accumulation System (ECTS). Most of our programmes are now open to everyone aspiring to be associated with the best of what European football has to offer.

Beyond certified education programmes, UEFA also encourages knowledge sharing among its member associations and stakeholders to promote solidarity and equality within the football community. The 55 UEFA member associations cover a broad geographical area, incorporating many diverse cultures, working methods and professional good practices. The knowledge-sharing initiatives recognise this collective expertise as a valuable commodity and are intended as platforms for sharing these resources and ultimately enhancing the level of professionalism in the game.

This brochure presents the various learning initiatives the **UEFA Academy** offers to support football management throughout Europe. From continuous learning for national association staff and stakeholders to knowledge-sharing platforms, there are numerous opportunities for organisations and their employees to develop. Moreover, if the options presented in this brochure do not meet your organisation's specific needs, the **UEFA Academy** would be pleased to create a programme tailored to your organisation's unique features.

In connection with UEFA's core mission of promoting, protecting and developing the game, the **UEFA Academy** will make sure that, no matter where they are in their careers, everyone working in football has the opportunity to develop the skills and knowledge they need to continuously elevate the game.

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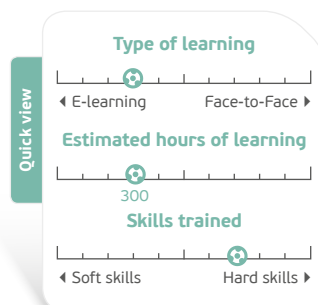
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# MANAGEMENT PROGRAMMES



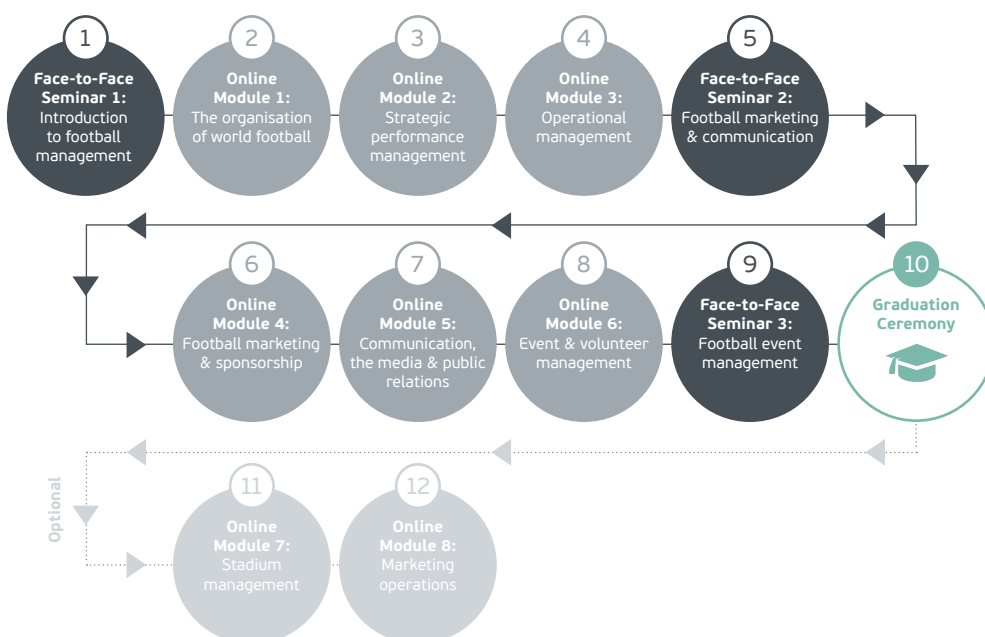
# UEFA Certificate in Football Management (UEFA CFM)

The UEFA CFM is the must-have foundation programme for anyone working in a football organisation who wants to gain a comprehensive understanding of how the game is managed.



## Programme overview

The UEFA CFM is based on a blended learning concept, which involves face-to-face seminars, online learning modules and written academic assignments. The programme gives a 360-degree overview of the management of a national football association. Working in collaboration with leading academic and professional football experts, the UEFA CFM should be considered a prerequisite for anyone who is passionate about a career in football.



## Takeaways

After completing the UEFA CFM, participants will have:

- acquired a comprehensive understanding of the football industry from all angles;
- strengthened their managerial skills;
- conducted a managerial analysis of their unit/department/organisation or a football organisation of their choice and provided recommendations;
- developed their network (option to join a pan-European community of over 700 graduates).

## Testimonials



“The UEFA CFM was a tremendous learning opportunity which helped give me a much greater understanding of the challenges Football Associations face from both a strategic and operational level in the ever evolving landscape of World Football.”

■ **Andrew Gilchrist, Regional Manager, Scottish FA**



“The UEFA CFM programme opened my eyes with regards to the high level management tools. Moreover I can now critically evaluate my performance and improve the quality of my daily work.”

■ **Boris Stankov, Secretary-Coordinator, Bulgarian Football Union**

## Partner

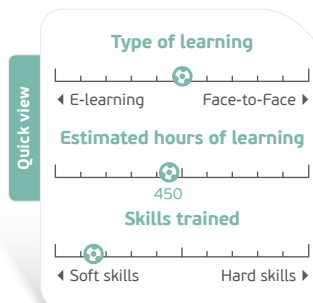
IDHEAP,  
University of Lausanne, Switzerland



Contact   
[academy@uefa.ch](mailto:academy@uefa.ch)

# UEFA Diploma in Football Leadership and Management (UEFA DFLM)

The UEFA DFLM is an advanced programme enabling high-performing managers in charge of teams that deliver complex projects to further develop their leadership and managerial skills.



## Programme overview

The UEFA DFLM is an advanced project-based programme designed to further strengthen and refine core leadership and managerial skills. Building on the UEFA CFM, it targets project management in four key areas: conceptualisation, planning and presentation, negotiation and leadership. Over three seminars and four online modules, participants work alongside expert coaches on their individually selected project which must be of strategic importance for their organisation.



## Takeaways

After completing the UEFA DFLM, participants will have:

- developed a strategic project for their own organisation that can be implemented;
- attained key skills in order to facilitate complex, strategic project implementation within their organisation;
- improved their soft skills in relation to leadership and negotiation;
- developed their capacity to present with impact;
- expanded their network, by gaining contacts in football associations across Europe.

## Testimonials



“The UEFA DFLM gives me the perfect opportunity to not only improve my personal skills, but also the skills of the German Football Association (DFB). This course fits all my personal needs and can help me to get the next step in my personal career ladder, but it is not just about me, it is about my federation and the UEFA DFLM will provide me with the tools to ensure that the DFB continues to grow.”

■ Jürgen Eissmann, Bidding 2024 Manager, German Football Association



“Joining the UEFA DFLM has been a great experience and I am sure it will be useful for all the participants, especially once we get back to our respective national associations. I want to improve and I want to take my skills to the next level in order to help my national association. In one of the modules, we had to design a business strategy where of course we made a few mistakes when we were doing this individually. However, once we shared our experiences with the others on the course, we were able to change our approach, rephrase our concepts and ideas, which gives us fantastic experience moving forward.”

■ Cristina Blasetti, Social Responsibility Manager, Italian Football Federation

## Partner

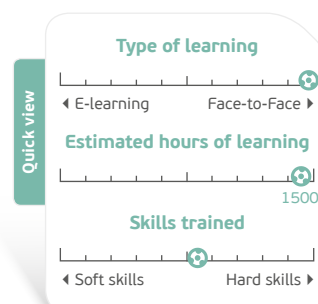
IDHEAP,  
University of Lausanne, Switzerland



Contact   
[academy@uefa.ch](mailto:academy@uefa.ch)

# Executive Master in Sport Governance (MESGO)

MESGO is a highly acclaimed, exclusive programme for sports industry leaders who are looking to strengthen their strategic thinking in the evolving world of global sports governance, and who are keen to access a unique network of influential business experts.



## Programme overview

MESGO is an exciting international master's programme that combines a multidisciplinary approach to learning with an in-depth analysis of the legal, political and economic hot topics in sport. It addresses the global issues faced by sports organisations today, such as the specificity of sport, competitive balance, commercial rights, the prevention of match-fixing, anti-doping, social dialogue, social responsibility and good governance. Nine week-long sessions are offered, each in an international location and each providing a unique opportunity to learn from the elite leaders within the sports industry.



## Takeaways

After completing MESGO, participants will be able to:

- anticipate forthcoming key challenges;
- exploit the dynamics and adopt a solution-driven attitude;
- positively impact the development of sport governance.

## Testimonials



“MESGO offered me a variety of new perspectives and contacts which helps me to better coordinate my work on an international scale. The various themed sessions offered me deep insights into areas, which I am normally not confronted with in my day-to-day work. It forced me to think outside the box and also created new ideas for my day-to-day business.”

■ **Horst Lichtner, General Secretary, International Ice Hockey Federation**



“Being part of the MESGO group gave me a wider view of the issues I have to face in my role and it gave me some great experience that I can bring to my daily work.”

■ **Patrick Nelson, CEO, Irish Football Association**

## Partners

**Academic partners:** Birkbeck Sport Business Centre, University of London; CDES, University of Limoges; INEFC, Generalitat de Catalunya; Johannes Gutenberg Universität, Mainz; HEC Lausanne, University of Lausanne

**Other partners:** International Basketball Federation (FIBA), European Handball Federation (EHF), International Ice Hockey Federation (IIHF), the Council of Europe and the Enlarged Partial Agreement on Sport (EPAS)



Contact   
[info@mesgo.org](mailto:info@mesgo.org)

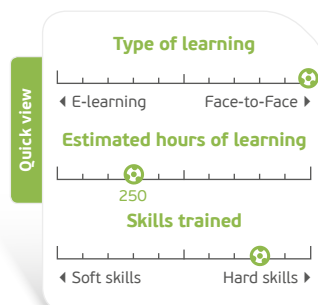
UEFA Academy

# PROGRAMMES FOR SPECIALISTS



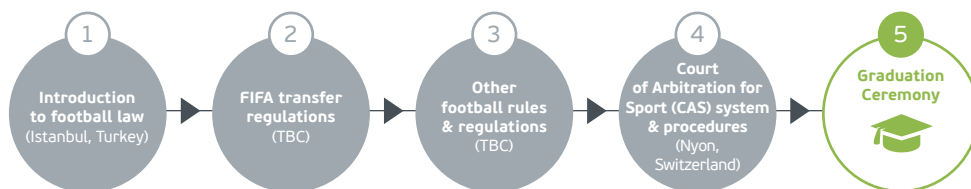
# UEFA Football Law Programme (UEFA FLP)

The UEFA FLP is a programme that brings together specialists dealing with legal issues within the industry who would like to deepen their understanding of football law and bring their knowledge up to date.



## Programme overview

The UEFA FLP is designed specifically for legal professionals who need to be up to speed with the latest developments in football law. The programme has been developed by UEFA in close collaboration with internationally renowned academic experts and legal practitioners. It comprises four week-long sessions that analyse the topical aspects of football law. Each session is designed to enhance the participants' understanding of the many intricate issues involved.



## Takeaways

After completing the UEFA FLP, participants will have:

- a deeper knowledge of football law;
- a better understanding of the latest jurisprudence;
- experience of presenting in front of the CAS;
- a strong network of legal specialists in football.

## Testimonials



“The UEFA FLP covered everything relating to what I do in my daily work at the Portuguese Football Federation. This education programme provided me with up-to-date knowledge and insights into current legal challenges. It has been a great support for my daily work, especially for my interactions with clubs and players.”

■ Joao Leal, Legal Director, Portuguese Football Federation



“The UEFA FLP is an excellent programme in international football law which creates the opportunity to attain knowledge and receive advice and recommendations from experts and top practitioners in their respective fields. As such, this programme allows you to learn from the best. An additional benefit of the UEFA FLP was that it helped me to expand the international network I already had.”

■ Robin Steden, Head of Legal Department and Investor Relations, Borussia Dortmund

## Partners

**Football partners:** European Club Association (ECA), European Leagues; Fédération Internationale des Associations de Footballeurs Professionnels (FIFPro)

**Academic partners:** Kadir Has University, Istanbul, Turkey



### Who

Legal specialists or senior executives working on legal issues in national associations, football clubs, players' unions, leagues and law firms



### When

Every second year.  
Third intake starts in Autumn 2019



### How Long

12 months



### Where

Four sessions in Europe



### Price

€7,900 (covered by UEFA for representatives of national associations)



### Number of participants

24



### Academic certification

Certificate of Advance Studies (CAS),  
10 ECTS credits



### Language

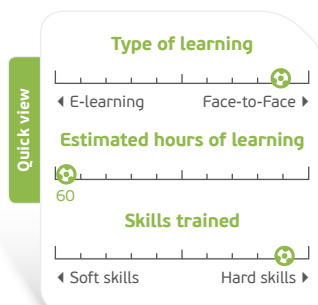
English

Contact

[academy@uefa.ch](mailto:academy@uefa.ch)

# UEFA Football Doctor Education Programme (UEFA FDEP)

The UEFA FDEP is the leading education programme for medical professionals working in national associations who want to develop their skills and knowledge to provide better protection for players.



## Programme overview

The UEFA Football Doctor Education Programme (FDEP) is a three-part programme teaching doctors from all 55 UEFA's member associations the key skills of the modern football doctor. The programme adopts a blended learning approach, marrying face-to-face workshops where doctors learn and practise techniques with an online e-learning support platform containing instructional videos, tests of participants' knowledge and process guidelines for doctors to refer to at any time. The first workshop covers various topics on trauma and emergency treatment of players on the pitch. The second reviews the diagnosis and treatment of football specific injuries. The third has a broader variety of topics in relation to player protection, including modules such as nutrition, psychology and rehabilitation.



## Takeaways

After completing the UEFA FDEP, participants will:

- have a deeper theoretical and practical knowledge of the requirements of the modern football doctor;
- benefit from an expanded network of medical professionals in national associations;
- be awarded CPD credit (subject to successful completion of workshop 1);
- receive an accreditation in order to cascade the programme in their own country (if successfully passed the final exam of the workshop).

## Testimonials



“The cascaded FDEP course in Croatia was the perfect way to develop football-specific medical knowledge in our country. With the support of UEFA, there can be no doubt that we have enhanced the knowledge of our elite doctors and improved the effectiveness of Croatian football medicine.”

■ **Zoran Bahtijarević, Head of Medical Staff, Croatian Football Federation**



“The course was superb and it helped me broaden my scientific knowledge. I would wholeheartedly recommend this seminar to doctors working in football. Football in Spain is benefitting a lot from the FDEP, especially in terms of improved care and in the opening up of new areas of research.”

■ **José Antonio Rodas, Under-17 team doctor, Royal Spanish Football Federation**

## UEFA Encyclopaedia of Football Medicine

The course manual of each workshop has been published in the UEFA Encyclopaedia of Football Medicine, which can be purchased from [www.thieme.com](http://www.thieme.com) or [www.amazon.com](http://www.amazon.com)



## Partner

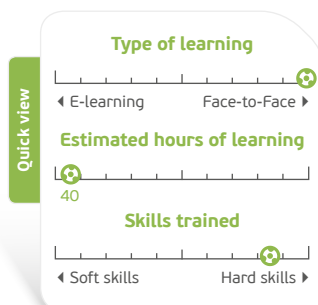
Royal College of Physicians and Surgeons of Glasgow, Scotland



**Contact**   
[medical@uefa.ch](mailto:medical@uefa.ch)

# UEFA Football and Social Responsibility compact course (UEFA FSR compact course)

The UEFA FSR compact course provides state-of-the-art and in-depth knowledge of Football and Social Responsibility, facilitating a strategic approach to this issue.



## Programme overview

This course aims to enable FSR practitioners to apply a strategic approach to social responsibility in their football organisation. The programme has been developed by the Institute for Business Ethics at the University of St Gallen (HSG) in close collaboration with UEFA. In addition to academic lectures and practical case studies, this 4-day course at UEFA headquarters emphasises peer-to-peer learning. By the end of the week, participants will have the tools and knowledge to ensure their organisation is equipped to make a difference in sport and society.



## Takeaways

After completing the UEFA FSR compact course, participants will have:

- a better understanding of contemporary FSR principles;
- a heightened awareness of current FSR trends;
- a better knowledge of good FSR practice in other football organisations;
- a network of fellow FSR practitioners.

## Testimonials



“The UEFA FSR compact course was very informative and this knowledge will definitely be at the forefront of thinking when creating new programmes. In addition to extremely knowledgeable tutors, there were representatives from different football associations, which led to a lot of sharing of ideas and perspectives, which I found made for an enriching experience.”

■ Rob Franklin, Football Development Manager, Football Association of Wales



“In our daily activities we very frequently focus only on reaching targets and results and sometimes overlook what impact each activity has on the whole chain, both on the short and the long term. This course puts things into perspective and reminds us that in every activity we undertake we should take the end results into account so that we continuously improve in our mission to provide a good game based on strong ethical foundations.”

■ Diturie Hoxha, Head of Marketing and Public Relations, Football Federation of Kosovo

## Partner

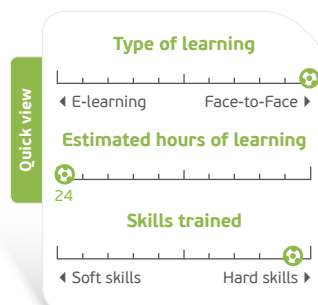
University of St. Gallen



Contact   
[academy@uefa.ch](mailto:academy@uefa.ch)

# UEFA EURO Observation Programme

The UEFA EURO Observation Programme offers a once in a lifetime opportunity to experience the organisation of one of the largest sporting events in the world from the inside.



## Programme overview

The UEFA EURO Observation Programme is a 3 day programme consisting of tours, presentations and visits, which gives participants an inside-view of operations at a major sporting event. Participants will be given presentations from onsite leaders of various functional areas such as hospitality, TV and media, technical services, accreditation and commercial operations. The programme will include visits to and tours of key areas of interest and the opportunity to ask questions to main UEFA and LOS (local organising structure) stakeholders.



### Who

Individuals with a background or interest in event management, keen on learning about the operational undertakings of a major tournament



### When

**Deadline for applications:**  
31 March 2020

**Confirmation of participation:**  
15 April 2020

**Programme:**  
June 2020



### How Long

3 days



### Where

For EURO 2020, Munich



### Price

€3,500



### Number of participants

35



### Certification

Participation certificate



### Language

English



## Takeaways

The UEFA EURO Observation Programme provides:

- an opportunity to see behind-the-scenes of the largest UEFA event;
- in depth information about football event operations from a variety of perspectives;
- networking opportunities with UEFA stakeholders and participants.

## Testimonial



“UEFA's EURO Observation Programme is a great opportunity to get an overall understanding of what UEFA's events look like from an operational standpoint. It also provides the opportunity to analyse UEFA's operations and experiences to be able to improve operations at your own events, or to establish best practices at sporting events.”

■ Hugo Viseu, Knowledge Manager, UEFA Events SA

Contact

[observersprogramme@uefa.ch](mailto:observersprogramme@uefa.ch)

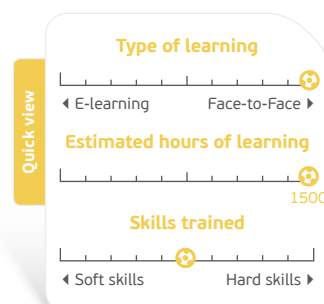


# PROGRAMMES FOR PLAYERS



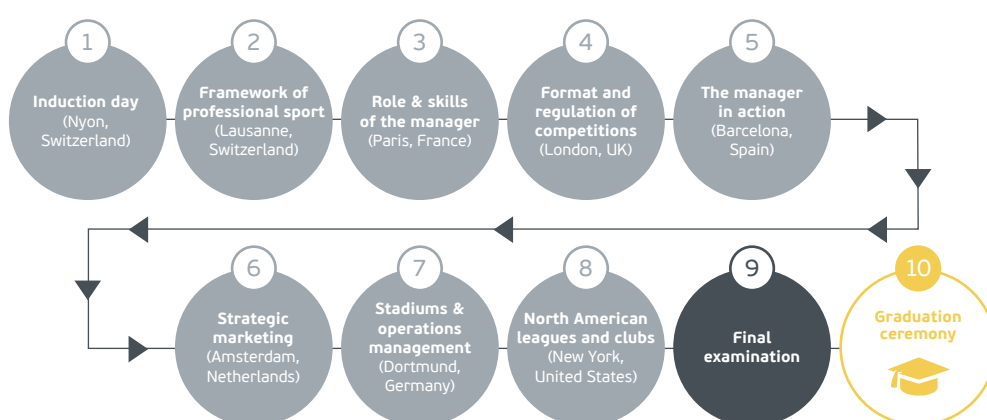
# UEFA Executive Master for International Players (UEFA MIP)

The UEFA MIP is a unique academic programme that equips former international players with essential professional skills to achieve their ambition of successfully transitioning to a second career within football organisations.



## Programme overview

The UEFA MIP is specifically designed for former professional football and futsal players as a next step in their career off the pitch. There are seven week-long sessions held in major European cities and, to broaden cultural understanding in sport, the last session takes place in the USA. In order to provide a comprehensive overview of football management, each session examines a different aspect of the administration and governance of a football organisation. In addition, players not already working within a sports body are requested to complete a three-month work placement role, which should provide hands-on and day-to-day experience.



## Takeaways

After completing the UEFA MIP, participants will have:

- gained confidence in their capacity to act as a leader within football administration;
- acquired key skills to successfully manage their second career;
- expanded their network in the sports industry.

## Testimonials



“I decided to join the UEFA MIP because I knew it would enable me to prepare for my future career. Before, I was always afraid that people saw me only as an elite player. The UEFA MIP has helped me to become more confident, to increase my professional knowledge and to gain more credibility as a future manager.”

■ **Eric Abidal, Sporting Director, FC Barcelona**



“Football has always played a significant role in my life and my biggest heroes come from the football pitch. To get a chance to learn from them, to share my experience and views with them was at the same time frightening and motivating. The ambitions of the people surrounding you drive you forward and give you confidence to achieve your own goals and dreams. I believe that the UEFA MIP programme can open a lot of doors to the world of football and give you the right tools to make sure you do not get lost on this journey.”

■ **Kaspars Gorkšs, President, Latvian Football Federation**

## Partners

**Football partners:** European Club Association (ECA); Fédération Internationale des Associations de Footballeurs Professionnels (FIFPro)

**Academic partners:** CDES, University of Limoges, France; Birkbeck Sport Business Centre, University of London, UK

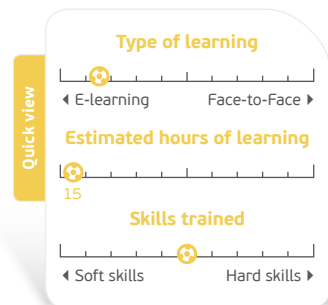


Contact

[info@uefamip.com](mailto:info@uefamip.com)

# UEFA For Players

UEFA For Players is an engaging set of learning initiatives providing all elite football players with essential information and advice to support them on and off the pitch.



## Programme overview

UEFA For Players is first and foremost a mobile application designed to expand players' football and career management knowledge at the touch of a screen. There is a wide range of educational modules on different topics, all based on immersive simulation videos and real-life case studies. The application is highly interactive and gamified, providing the latest information on football career management as well as a weekly news feed with up-to-date content and upcoming events. The application will be gradually opened to players engaging in UEFA competitions. National associations, leagues, clubs and players' unions interested in implementing and delivering UEFA For Players at their level can contact UEFA for more information. Dedicated seminars, including face-to-face sessions on specific topics, can also be organised on-demand. Contact the UEFA Academy for more information.



- 8 training modules**  
My UEFA; Anti-Doping;  
My Integrity; My Game;  
My Social Fair Play; My Second Career;  
My Image; My Finances
- Resource centre**
- Webinars**
- News feed**
- Face-to-face seminars**

## Takeaways

Thanks to UEFA For Players, football and futsal players will be:

- better equipped to tackle the challenges of a professional playing career both on and off the pitch;
- able to seize opportunities that arise within their professional career;
- able to anticipate a possible transition to a second career.

## Testimonials



“UEFA For Players is a great initiative because it gives players the tools to develop their careers off the field. It is a combination of knowledge sharing, training, expertise and personal development. I truly believe that UEFA For Players will have an immense impact and I hope it will change mindsets.”

■ Bianca Rech, Women's Team Manager, FC Bayern Munich



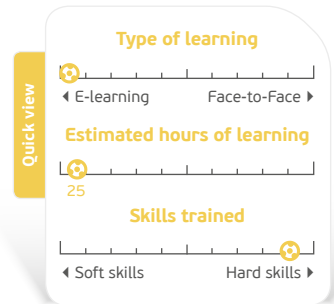
“I am positive that UEFA For Players is going to be a fantastic programme because it will enable players from all over the world to gain essential knowledge about the environment in which they are operating and also receive tips and acquire tools that can help them move their careers forward.”

■ Dan Romann, U16 Coach, Hapoel Tel Aviv FC

Contact   
[academy@uefa.ch](mailto:academy@uefa.ch)

# UEFA Financial Management Training (UEFA FMT)

The UEFA FMT is an online platform offering practical tools and knowledge to elite players so they can be in the driving seat of their finances and financial future.



## Programme overview

The UEFA FMT is an e-learning platform designed to train football and futsal players in financial management. Over the course of seven modules, the participants will acquire the knowledge to manage their finances, take informed decisions and plan for the future. The programme covers the basic principles of finance, such as cash management, credit, savings and investments, and provides a comprehensive introduction to entrepreneurship. With the help of two supporting documents that they complete and update throughout their learning experience, the UEFA FMT is designed to help players quickly take control of their finances and their financial future. The e-learning platform offers real-life examples to ensure that the skills and knowledge acquired can be quickly transferred and applied.



## Takeaways

After completing the UEFA FMT, participants will:

- have a clear vision of their budget and financial goals;
- have the knowledge to manage their finances in a healthy and balanced way and to take informed decisions;
- be equipped to remain in the driving seat regarding their finances.

## Testimonial



“We at Santander want to set the pace in terms of sustainable and responsible banking. Partnering with UEFA to improve European football players’ financial education and help them prosper financially was a clear and compelling objective that is aligned with our vision. We think that the UEFA Financial Management Training is a great tool to do this in a broad and engaging manner.”

■ **Armando Baquero Ponte, Global Head of Finance and Strategy, Santander Wealth Management**



“Understanding how your finances work is essential in the life of a football player. The UEFA Financial Management Training offers players the keys to mastering the basics of financial management and the tools to manage it on a day-to-day basis as well as plan in advance. I think it is very important to remain in the driving seat and this training helps to take the right decisions.”

■ **Simon Rolfes, Sporting Director, Bayer 04 Leverkusen**

## Partner

Santander



Contact   
[academy@uefa.ch](mailto:academy@uefa.ch)

# KNOWLEDGE SHARING & RESEARCH



# UEFA PLAY

UEFA PLAY is a central online platform for the football community that provides access to a rich and growing database of best practice examples and inspirational content in order to elevate the management of the game.



## Who

All staff and elected officials of football organisations (national associations and their stakeholders)



## When

Throughout the year; the platform is updated on a monthly basis



## Where

Online



## Price

Free access



## Language

English

## Platform overview

UEFA PLAY is an online knowledge-sharing platform. By signing up to this platform, participants have the chance to fully grasp the importance of football management and to access best practices and presentations on a vast number of subjects. Event management, match operations, law, marketing, communication and football development are just a few of the expert areas examined. Navigation of the platform is user-friendly and offers fast access to reliable information and quick tips.

Upon request, a dedicated section can be created for a national association and its stakeholders on UEFA PLAY. National sections give access to all the content available on the platform and allow to share exclusive content with the national association's employees and stakeholders. This service gives UEFA member associations the opportunity to have a ready to use online platform to develop knowledge sharing.



**Online library**  
close to 2'000 resources (videos, PDFs, etc.), new content regularly uploaded

**Community**  
exchange with & learn from your peers, a growing community of more than 3'500 professionals working in football

**National section**  
use UEFA PLAY as your domestic knowledge-sharing platform, contact the UEFA Academy for more information

## Takeaways

UEFA PLAY provides access to:

- best practice examples relating to many managerial aspects of the game;
- practical solutions to problems or necessary first steps for new initiatives in a variety of areas;
- a national section to share information and resources with the national association's staff and stakeholders.

## Testimonial



“UEFA PLAY is a great platform that gives you access to information that you cannot really find anywhere else. It offers you reports in various areas, information on market and industry trends, and most importantly, fantastic case studies from national associations across Europe. Whether you work in marketing, football development, communications, event management or another department, UEFA PLAY holds a rich bank of information that can help you in your daily work.”

■ Manuel Ruess, National Associations Business Development Coordinator, UEFA

Contact 

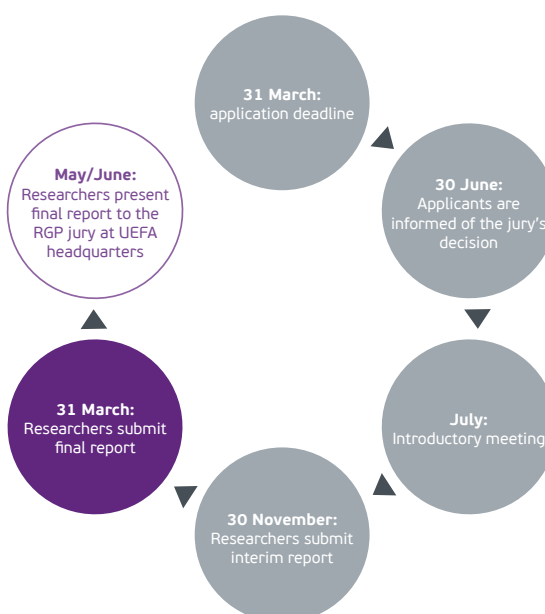
[academy@uefa.ch](mailto:academy@uefa.ch)

# UEFA Research Grant Programme (UEFA RGP)

The UEFA RGP is a prestigious grant programme designed for academics working in partnership with national associations to deliver research that improves strategic decision-making in European football.

## Programme overview

The UEFA RGP has been established to support visionary research on European football. It is for anyone working on, or already holding, a PhD who is analysing European football from a variety of academic disciplines. Once completed, the research is shared with the 55 UEFA member associations and is used for growth and development purposes. Grant applicants must submit a recommendation letter from a UEFA member association, thus ensuring that their project is undertaken in line with contemporary issues and has the highest practical value possible.



## Takeaways

The UEFA RGP helps:

- researchers to conduct their research in the best possible conditions, with access to both funds and data (from national associations and UEFA), and gaining international recognition;
- national associations and UEFA to gain access to the latest research analysing European football from a variety of academic disciplines in order to further develop their own activities and projects.

## Testimonials



“As a recipient of a grant for the 2017/18 [Research Grant] programme, I have benefited both academically and professionally from the process. The grant enabled me to engage with UEFA and the French and Dutch football associations as part of my programme of research, facilitating important findings into referee abuse, experience and training in different cultures and countries. Developing an under-researched subject area and furthering academic and professional understanding have been central to the grant programme and my research.”

■ Dr. Tom Webb, Senior Lecturer, Sports Management and Development, University of Portsmouth



“The UEFA Research Grant Programme is not just related to supporting academic research; it represents a fundamental strategic pillar for the development of football in Europe. For instance, the project supported by the Italian Football Association in 2018 is definitely helping to give a strong boost to the growth of women's football in Italy and further afield. The research will provide analysis and insights on governance, financial and organisational aspects of clubs promoting the women's game internationally. The final outcomes will have great strategic relevance for the definition of guidelines to further develop the sport, as well as evaluating the potential benefits to be derived from integration with professional men's clubs.”

■ Niccolò Donna, Head of Development and Social Responsibility, Italian Football Federation



### Who

Researchers holding a research position at a university or equivalent institution with the support of a European football national association



### When

Annually

Deadline for applications:  
31 March



### How Long

9 months' research



### Where

Research carried out  
at home institution  
Presentation of final report  
at UEFA headquarters



### Grant

Individual grant of up to €15,000  
Joint grant of up to €20,000



### Number of grants

6 grants per cycle  
(total dotation €100,000)



### Language

English, French and German

Contact 

[academy@uefa.ch](mailto:academy@uefa.ch)

# UEFA Handbook of Football Association Management (UEFA HFM)

The UEFA HFM is a unique handbook for all those interested in the management of national football associations. Written by renowned European academics, it offers an insightful mix of theory, case studies and expert interviews.



## Handbook overview

The UEFA HFM is an academic handbook best used as a detailed guide to understanding the managerial skill sets required to run or work in a football organisation. By putting into print the expertise of renowned international academics and sport experts, together with case studies and interviews, the book gives a comprehensive picture of football management off the pitch and also a clear illustration of the varying roles and responsibilities that challenge national football associations. The UEFA HFM is available in English, French and Spanish. National associations may request permission to translate it into their own language.

In addition to the UEFA HFM, the UEFA Toolbox in Football Management is an easy-to-use practical folder containing various working tools linked to important areas identified in football management. Initially based on the UEFA Handbook of Football Association Management, the toolbox has been specifically designed with leading experts to support people throughout their studies on the UEFA education programmes as well in their everyday work. The folder provides a concise overview of different tools, supported with specific examples, that can be implemented in football organisations



### Who

Anyone interested in the management of national football associations



### Price

UEFA HFM : €40  
(Toolbox not for sale)



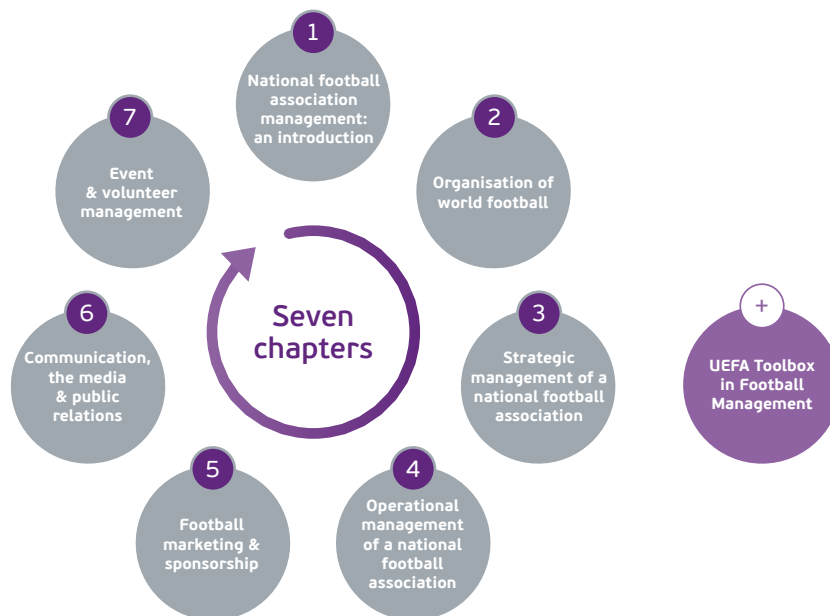
### How to order

Contact UEFA



### Language

English, French and Spanish



## Takeaways

The UEFA HFM provides:

- a 360-degree perspective of the management of a national football association;
- an in-depth and insightful explanation of the managerial aspects of football;
- a presentation of the key managerial concepts needed to manage a sports organisation;
- practical examples from football organisations across Europe.

## Testimonial



“The Handbook of Football Association Management presents the main concepts to manage a national football association on both strategic and operational levels. It is the only such book fully dedicated to national football associations, with many examples taken from the field in Europe and interviews of UEFA experts dealing with the various topics on a daily basis.”

■ Jean-Loup Chappelet, Emeritus Professor at the University of Lausanne and Editor of the UEFA HFM

## Partner

IDHEAP,  
University of Lausanne, Switzerland



## Selective publications from UEFA

- National Association Guide to Marketing
- UEFA Project Management Handbook
- Access for all: UEFA and CAFÉ Good Practice Guide to Creating an Accessible Stadium and Matchday Experience
- UEFA Guide to Quality Stadiums
- Here to Stay: Club Licensing
- The European Club Footballing Landscape: Benchmarking Report Club Licensing
- UEFA FSR Report

Contact the UEFA Academy in case of interest.

Contact

[academy@uefa.ch](mailto:academy@uefa.ch)

UEFA Academy

# ON DEMAND EDUCATION



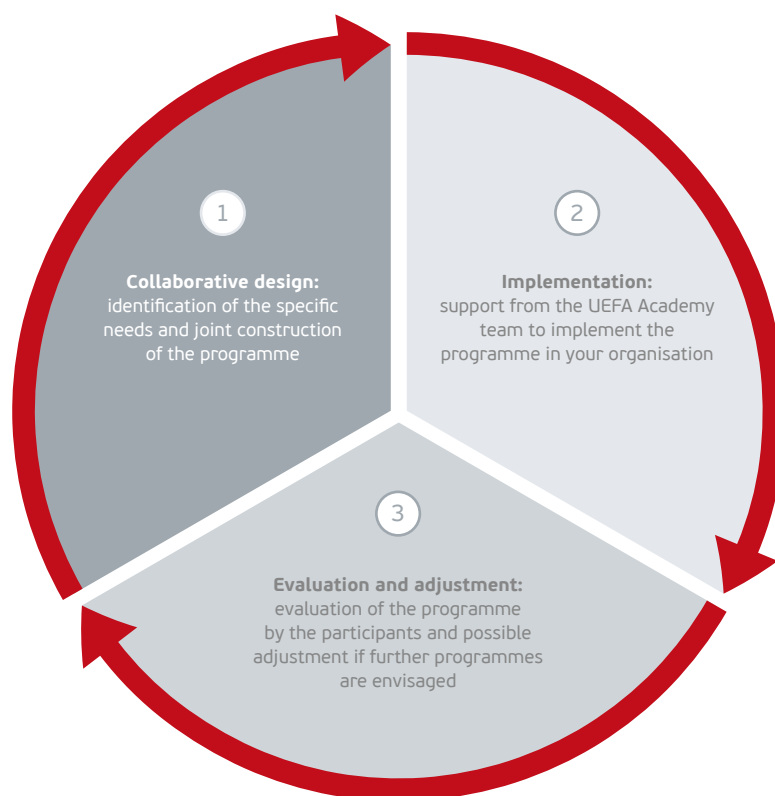
# UEFA on Demand Education

**UEFA on demand education is the best possible training and tailor-made support for your needs.**

## Overview

We are aware that every organisation has its own specific development needs that may not always be fulfilled by generic programmes. Sometimes specific interventions are required. Drawing on the expertise of the European football community, the UEFA Academy is able to construct and design specific educational sessions or long-term learning programmes – with or without academic certification – aligned with the objectives of the football associations. This type of customised and precise learning enables UEFA member associations to pinpoint the key areas that require greater attention and better understanding. To enable an organisation to reach its goals and create value, employees and leaders need specific skills and knowledge. Therefore, the UEFA Academy is offering two ways for national associations to align the development of their employees with their strategies:

- The UEFA Academy can advise and support national associations, which want to create their own education programme. This support can range from providing the organisation with educational material to be translated into a national language to establishing contact with academic and professional experts in the field.
- At the request of a national association or other football organisations, the UEFA Academy can create an education programme tailored to the needs of the organisation. In collaboration with a representative of the organisation, the UEFA Academy team will identify the specific needs, create a programme based on those needs and support the organisation with the implementation of the programme.



## Takeaways

UEFA on demand education provides:

- support and guidance to connect with the right experts based on the needs of the organisation;
- help in developing the individual training sessions required by the organisation in order to enhance employees' knowledge;
- expertise to overcome any challenges being faced;
- support to deliver the best possible training for staff;
- specific educational programmes aligned with the organisation's strategy.

## Testimonials



“UEFA's support in developing educational and training programmes for Romanian football represents an essential milestone and the optimum platform for the professional development of a new generation of managers. In 2015, the Romanian FA, with the help of UEFA, launched the Football Management Scheme, with four modules conducted by European experts and the participation of representatives from clubs from all divisions and football areas, along with input from the presidents of local county associations. This is a project, which today constitutes best practice. The support brought by UEFA for the educational programme provides a standard of good governance for the Romanian FA.”

■ Răzvan Burleanu, President, Romanian Football Association



“UEFA supported us in the creation of the first Georgian Football Federation Certificate in Football Management (GFF CFM), not only financially (the first course was fully financed by the UEFA HatTrick programme), but more importantly, in terms of the expertise, knowledge sharing and learning materials. UEFA allowed the GFF to translate the UEFA Handbook of Football Association Management into Georgian, which added value to our programme. Last but not least, the presence of UEFA definitely raised the image and quality of our education programmes.”

■ Bakar Jordania, Education Programmes Manager, Georgian Football Federation

# Supporting UEFA's sister confederations

Contributing to the development of football has long been one of UEFA's central objectives. By establishing a new international programme – known as UEFA ASSIST – UEFA wishes to increase solidarity and enhance football development to tackle the needs of national associations and confederations outside Europe. The main aim of UEFA ASSIST is to share knowledge and best practices to help UEFA's sister confederations develop and strengthen football within their respective territories. Education

and knowledge sharing initiatives form one of the core pillars of UEFA ASSIST. The programmes presented in this catalogue can be adapted to suit the specific needs of the confederation requesting the training. Alternatively, a new tailor-made education programme can be created by the UEFA Academy team. The GS Academy, presented below, is one of the programme created for a UEFA's sister confederation. This programme is now part of the UEFA ASSIST's offer.



## Who

General Secretaries



## When

On request



## How Long

1 week



## Where

In a member association of the host confederation



## Price

€10,000/participant (fees might be covered through the UEFA ASSIST programme)



## Number of participants

1 per member association of the host confederation



## Certification

Participation certificate

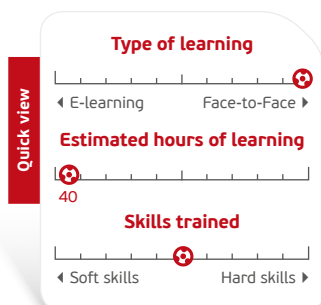


## Language

Adapted to the local context

## GS Academy

**Designed for general secretaries, the GS Academy provides the essential knowledge, tools and networks needed to successfully and strategically manage football associations.**



## Programme overview

The GS Academy addresses practical issues faced by general secretaries in their daily work. Supported by leading professionals from the football industry and former general secretaries of UEFA's member associations, the week-long programme provides a platform for participants to discuss current and future challenges faced by football associations and share best practices. The UEFA Handbook of Football Association Management and the UEFA Toolbox in Football Management are offered to all general secretaries attending the programme, giving them access to practical tools that will improve the performance of their respective associations.



## Takeaways

After completing the GS Academy, participants will have:

- a comprehensive understanding of the current and future challenges faced by associations;
- shared best practices with other general secretaries;
- increased their networks;
- practical tools that will impact positively on their association.

## Partner

UEFA ASSIST



Contact

[academy@uefa.ch](mailto:academy@uefa.ch)



## ABOUT

### The UEFA Academy in numbers



**1,000**

Over 1,000 graduates



**65**

65 learning initiatives each year  
spread over 140 days



**100**

Graduates from over  
100 nationalities



**40**

40 countries visited  
by our programmes



**2,000**

Close to 2,000 documents available  
on our online platform: UEFA PLAY

**ONE**

1 unique network

### About the UEFA Academy

Building on the professional excellence UEFA has developed throughout its history and the learning initiatives created over the last decade, the UEFA Academy seeks to inspire the education of individuals and organisations to continuously elevate the game of football. Since we, at the UEFA Academy, believe that real progress can only come from lifelong learning, we make sure that all football professionals can find a suitable way to develop at any stage of their careers. This is achieved by:

- anticipating and addressing learning needs in the European football sector;
- working in close cooperation with leading professional and academic experts;
- constantly assessing and adapting our activities through innovation in the learning formats, methodologies and content;
- offering expertise in football executive education to support individuals and organisations in their development plans.

### With the UEFA Academy, you can expect to:

- develop your knowledge and skills through recognised learning initiatives led by UEFA that bring in the best professionals in the game supported by forward-thinking academics;
- be connected to UEFA through learning initiatives that will empower you to drive both your thinking and career forward;
- be part of a supportive community of peers and professionals who recognise your hard work and achievements throughout your learning journey and career.

### Our values:

#### Expertise

We bring together the best professionals working in the game today with the most forward-thinking academics to combine real world experience with cutting-edge research.

#### Community

We believe that the most powerful learning does not happen in isolation, but when you are connected and supported through a network and community of peers and professionals.

#### Relentless Improvement

We believe that, no matter how good things are, they can always be refined. We strive to continuously improve every aspect of our courses, ourselves and you.

# CONCLUSION



## UEFA HatTrick

The education programmes and knowledge sharing initiatives of UEFA, now gathered under the umbrella of the UEFA Academy, have started with the creation of the UEFA HatTrick, one of the largest solidarity programmes existing in sport. Education and knowledge sharing are two of the pillars of the UEFA HatTrick programme, the third being financial redistribution to the member associations of UEFA. For more than a decade now, the UEFA HatTrick has supported the overall development of football across Europe – investing more than €1.8bn back into the growth of the game. The HatTrick V solidarity and development programme is set to receive €775.5m for its next four-year cycle, from 2020 to 2024. This represents an increase of almost 30% from the €600m available for HatTrick IV (2016–20). Through the UEFA HatTrick programme, UEFA member associations can receive financial support for:

- **Development projects:** All UEFA member associations are entitled to apply for funding that aims to develop and improve football in general. This happens every four years following a UEFA EURO. Each association receives the same amount regardless of their size or location. National associations must submit projects within their respective territories that fulfil the requirements.
- **Annual solidarity funding:** This funding is allocated to help national associations cover their running costs. Additional incentive payments are available for:
  - taking part in UEFA youth, women's, futsal and amateur competitions;
  - implementing the UEFA club licensing system;
  - implementing good governance principles and run good governance projects;
  - implementing the UEFA grassroots charter;
  - implementing the UEFA women's football development programme;
  - implementing the UEFA coaching convention;
  - implementing the UEFA referee convention;
  - implementing the UEFA elite youth player development programme;
  - implementing the UEFA football social responsibility programme;
  - travelling expenses for the national teams;
  - integrity activities.

## Other training initiatives by UEFA

The training courses presented in this catalogue are certified programmes offered by UEFA to staff of national associations and their stakeholders through its newly created UEFA Academy. However, UEFA also offers other training initiatives covering a wide spectrum of professions and topics. These include:

- match delegate training;
- venue director training;
- venue operations broadcasting manager (VOBM) training;
- venue services and sponsorship manager (VSSM) training;
- stadium security training;
- referee training;
- coach education.

# Contact us

[academy@uefa.ch](mailto:academy@uefa.ch)

[UEFAacademy.com](http://UEFAacademy.com)