



UEFA Academy Catalogue

WE CARE ABOUT FOOTBALL

Aleksander Čeferin
UEFA President



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 football professionals. Since 2019, these learning initiatives have been combined under the umbrella of the **UEFA Academy**.

The education programmes run by the **UEFA Academy** bring together top professionals in the game and forward-thinking academics. One of the strengths of our courses is this balance between theoretical knowledge and professional expertise. Held at UEFA headquarters and some of the most iconic football facilities in Europe, our programmes will take you to the heart of European football. Thanks to 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 its unique features.

In keeping 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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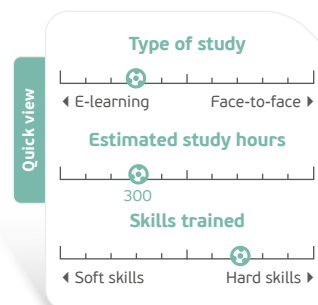
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MANAGEMENT PROGRAMMES



UEFA Certificate in Football Management (UEFA CFM)

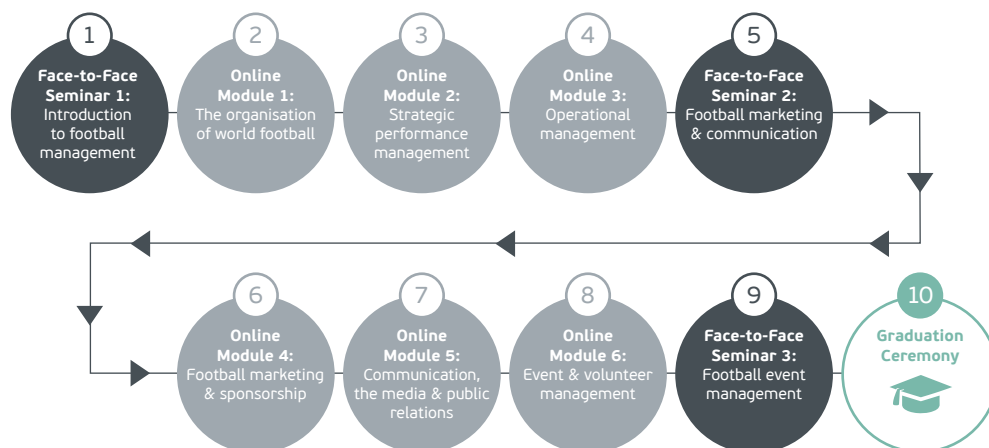
The UEFA CFM is the must-have foundation programme for anyone working in a football organisation who wants to gain a comprehensive understanding of how the game is managed.



Programme overview

The UEFA CFM is a blended-learning programme, involving 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 passionate about a career in football.

The programme lasts for nine months and comprises of six online modules as well as three face-to-face seminars. Each module and face-to-face seminar addresses a key area of football management that is necessary for people working within the football industry.



Takeaways

- Comprehensive understanding of the football industry from all angles
- Stronger managerial skills
- Completion of a managerial analysis and recommendation for a football organisation
- Broader network as part of pan-European community of over 1,000 graduates

Testimonials



“The UEFA CFM programme has been instrumental in the growth of Cape Town City FC and myself as an individual. I have learnt so many fundamentals through the programme and have a better understanding of strategic and operational management within the football industry.”

■ Natalie Barlow, Marketing Brand Manager, Cape Town City FC



“The UEFA CFM programme opened my eyes to 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



Who

People working in or connected to the football industry



When

Several intakes per year for national associations and their stakeholders and one that is open to external participants



How long

9 months



Where

Several national editions across Europe
Open edition held at UEFA headquarters and in London



Price

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



Number of participants

30



Academic certification

Certificate of Advanced Studies (CAS), 10 ECTS credits



Language

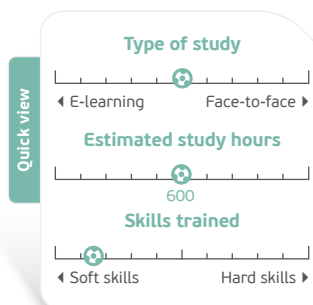
English

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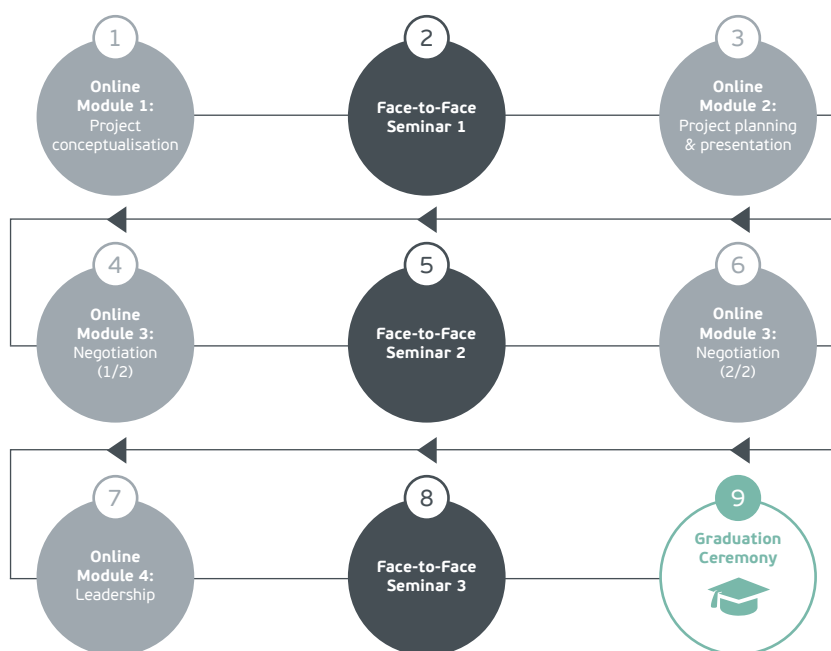
UEFA Diploma in Football Leadership and Management (UEFA DFLM)

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



Programme overview

The UEFA DFLM is an advanced project-based programme designed to 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 the course of 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

- A strategic project that participants can implement in their own organisation
- Key skills needed to facilitate complex, strategic project implementation
- Improved soft skills in leadership and negotiation
- Better capacity to present with impact
- Broader network of contacts in football associations across Europe

Testimonials



“The UEFA DFLM is the perfect opportunity to improve not only my personal skills, but also those of the German Football Association (DFB). This course meets all my needs and can help me; get to the next step on my personal career ladder. But it's not just about me it's about my association, and the UEFA DFLM will give me the tools to ensure 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. I want to improve and take my skills to the next level in order to help my national association. One of the modules involved designing a business strategy and of course we made some mistakes when working individually. However, once we shared our experiences, we were able to change our approach and reformulate our concepts and ideas, giving us fantastic experience moving forward.”

■ Cristina Blasetti, Social Responsibility Manager, Italian Football Association

Partner

IDHEAP, University of Lausanne, Switzerland



Who

Managers in leadership positions at national associations who have completed the UEFA CFM*



When

Annually, starting in autumn



How long

12 months



Where

Switzerland



Price

€8,500 (covered by UEFA for representatives of UEFA member associations)



Number of participants

20 (maximum of one per national association)



Academic certification

Diploma of Advanced Studies (DAS), 30 ECTS credits*



Language

English

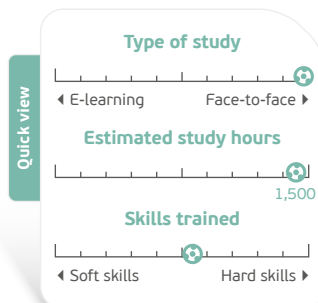
*Participants who have not completed the UEFA CFM will receive a Certificate of Advanced Studies (CAS) in Football Leadership worth 20 ECTS credits.

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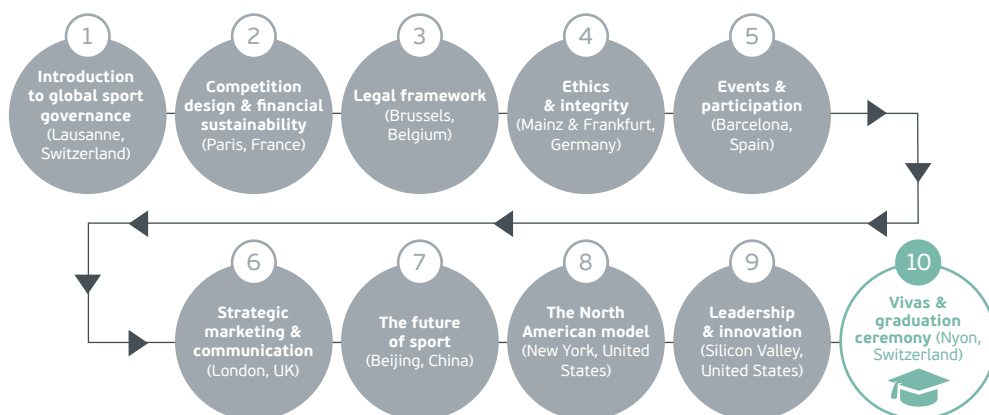
Executive Master in Global Sport Governance (MESGO)

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, the need to foster participation, social responsibility, the need to innovate and good governance. There are nine week-long sessions in different locations around the world, each providing a unique opportunity to learn from elite leaders within the sports industry.



Takeaways

- Insight to anticipate forthcoming key challenges and exploit current and future dynamics
- Solution-driven attitude
- Ability to positively impact the development of sports governance

Testimonials



“ I consider it a privilege to participate in the MESGO sessions, both as a participant and as a speaker. It is a unique opportunity for interaction between international stakeholders from very different sectors. This exchange is, in my opinion, indispensable, as sport does not take place in a vacuum and is thus exposed to increasing threats. For me, sport is about much more than scoring, breaking records or collecting medals and titles. Sport is also about values we must defend together. ”

■ Anne Brasseur, Honorary President of the Parliamentary Assembly of the Council of Europe, Rapporteur on match-fixing and on good football governance, former Minister of Education and Sport, Luxembourg



“ Being part of the MESGO group gave me a broader view of the issues I have to face as part of my role and it gave me some great experience that I can apply 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; in cooperation with Beijing Sport University and St. John's University, New York City

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)



Who

Industry influencers working in sports organisations (not restricted to football): associations, clubs, leagues, players' unions, public authorities, international institutions and partner organisations of sports bodies



When

Every two years
Sixth intake in autumn 2020



How long

20 months



Where

Six sessions in Europe, two in the United States and one in Asia



Price

€19,800 (scholarships available)



Number of participants

28



Academic certification

Executive Master,
60 ECTS credits



Language

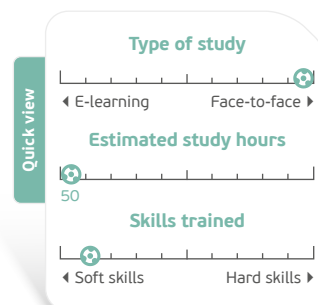
English

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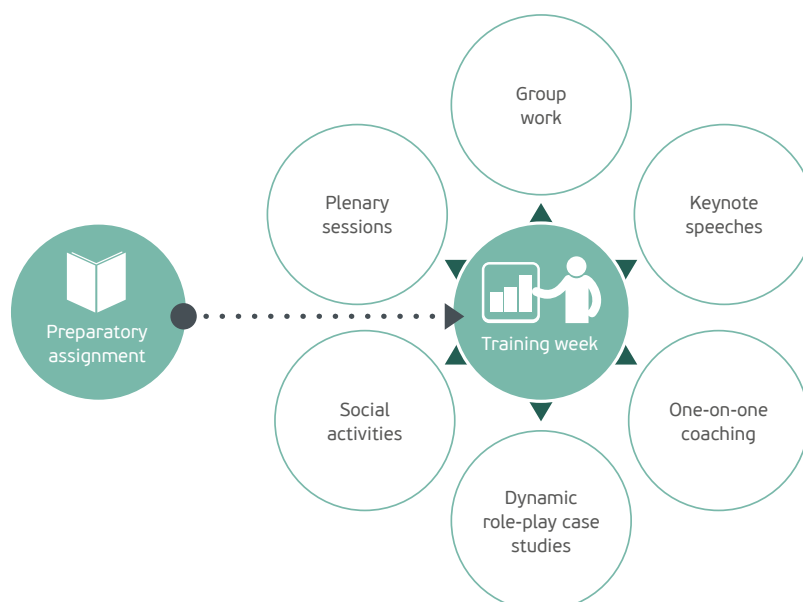
Women in Football Leadership Programme (WFLP)

The WFLP offers a powerful leadership training week to support the careers of women able to influence the football industry today and in the future.



Programme overview

The WFLP is designed for women in football who have the potential and motivation to progress to senior leadership positions within their organisations or are already in such roles. Participants work on and discuss the various aspects of leadership, focusing heavily on self-awareness and how this can support their career development. The coaching included in the programme challenges participants both personally and professionally. Organised in collaboration with FIFA, the programme also provides a platform for exchange and networking between participants from a broad variety of backgrounds.



Takeaways

- A clear understanding of the skills needed for leadership and how these are reflected within participants' own professional characters
- Improved self-awareness to help achieve personal and professional goals
- Access to a unique network of influential women working in football

Testimonials



“Our association's participant has significantly improved her leadership skills and this was immediately evident following the training week as she set up a new club development committee for the association's Central Finland district. She was able to put into practice the skills acquired during the training programme, as well as what she had learnt through meetings with a personal coach at UEFA.”

■ Timo Huttunen, Deputy General Secretary, Football Association of Finland



“Women's football needs women leaders, and this programme shows you the right way to awaken the leader inside you. The programme fulfilled its purpose – after the event, I returned home fully motivated and ready to have a positive impact on my environment.”

■ Azra Numanović, General Secretary, SFK 2000 Sarajevo, Bosnia and Herzegovina

Partners

FIFA
IMD Business School, Lausanne, Switzerland



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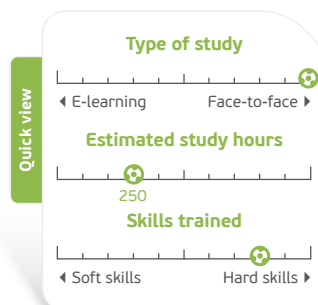
UEFA Academy

PROGRAMMES FOR SPECIALISTS



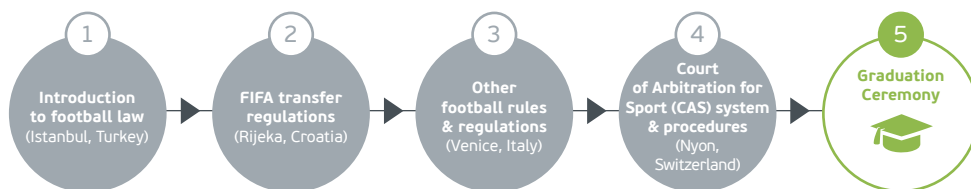
UEFA Football Law Programme (UEFA FLP)

The UEFA FLP brings together specialists handling 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 topical aspects of football law. Each session is designed to enhance the participants' understanding of the many intricate issues involved.



Takeaways

- Deeper knowledge of football law
- Better understanding of the latest jurisprudence
- Experience presenting in front of the CAS
- Strong network of legal specialists in football

Testimonials



“The UEFA FLP is an incredible programme for anyone who wants to learn and deepen their knowledge of football law. It has the best speakers, who offer practical perspectives on the subjects but are also connected to universities and contribute in-depth academic content. Not forgetting the endless opportunities for networking. It has been an amazing experience which benefited my daily work at the Portuguese Football Federation. I highly recommend it!”

■ **Marta Cruz, Head of the Legal Department, Portuguese Football Federation**



“The UEFA FLP is an excellent international football law programme providing the opportunity to gain knowledge and advice from experts and top practitioners in their fields. As such, it 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; Law Faculty at the University of Rijeka, Croatia; Ca' Foscari University of Venice, Italy



Who

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

When

Every two years
Fourth intake in autumn 2021

How long

12 months

Where

Four sessions, all in Europe

Price

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

Number of participants

24

Academic certification

Certificate of Advanced Studies (CAS), 10 ECTS credits

Language

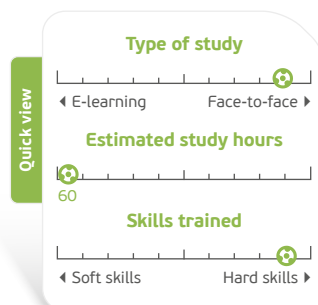
English

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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 player protection.



Programme overview

The UEFA Football Doctor Education Programme (FDEP) is a three-part programme teaching doctors from all 55 UEFA member associations the key skills required 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 related to trauma and emergency treatment of players on the pitch, the second reviews the diagnosis and treatment of football-specific injuries, and the third covers a broad variety of topics related to player protection, including nutrition, psychology and rehabilitation.



Takeaways

- Deeper theoretical and practical knowledge of the requirements of the modern football doctor
- Broader network of medical professionals in national associations
- CPD credit (subject to successful completion of workshop 1)
- Accreditation to cascade the programme in their own country (on passing the final exam)

Testimonials



“The cascaded FDEP course in Croatia was the perfect way to develop football-specific medical knowledge in our country. With UEFA's support, we have undoubtedly enhanced the knowledge of our elite doctors and improved the effectiveness of Croatian football medicine.”

■ **Dr 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 greatly benefiting from the FDEP, especially in terms of improved care and the opening up of new areas of research.”

■ **Dr José Antonio Rodas, Under-21 Team Doctor, Royal Spanish Football Federation**

UEFA Encyclopedia of Football Medicine

The course manual for each workshop has been published in the UEFA Encyclopedia of Football Medicine, which can be purchased from www.thieme.com or www.amazon.com



Partner

Royal College of Physicians and Surgeons of Glasgow, Scotland



Who

Doctors nominated by their national association and capable cascading the workshops at national level upon completion of the workshop



When

One workshop per year (workshop 1 held every two years, workshops 2 and 3 each held every four years)



How long

2.5 days per workshop



Where

Throughout Europe



Price

Covered by UEFA



Number of participants

55 (one per UEFA member association)



Academic certification

Continuing professional development (CPD) credit after workshop 1



Language

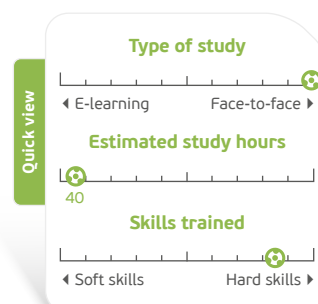
English

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UEFA Strategic Communications compact course

The UEFA Strategic Communications compact course is an exclusive programme designed for communications executives committed to deliver communicative excellence through detailed/strategic and innovative content plans.



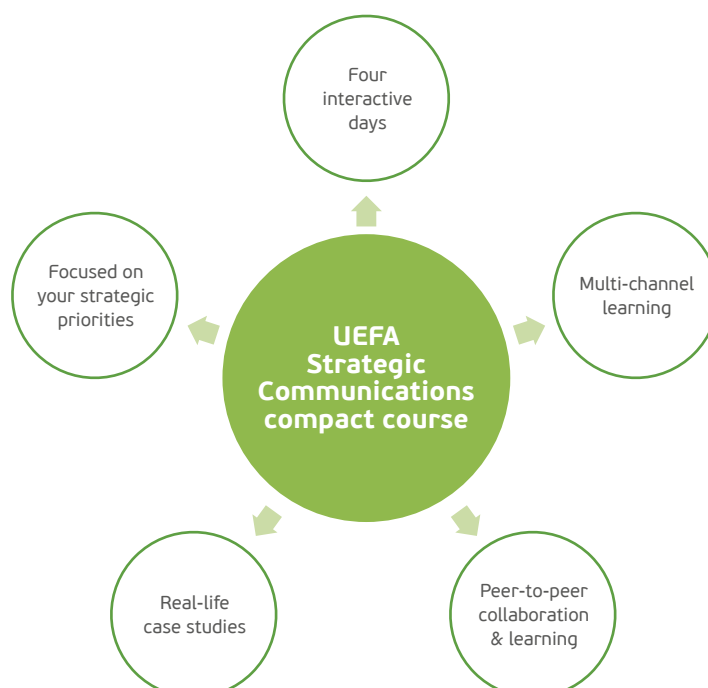
Programme overview

The UEFA Strategic Communications compact course helps senior communications specialists improve and update their skills in four days of sessions comprising real-life case studies, practical exercises, best practices and group work. Developed and delivered by leading experts across a number of industries, the programme helps participants to deal with the complexity of developing and delivering effective communication in line with the strategic priorities of their sports organisations.

It provides key communications specialists with the tools and knowledge they need to enhance their communications plans in a constantly changing and increasingly disruptive environment. Since anticipating crisis management is the key to effective communications when difficult situations occur, this course will also help participants to prepare public responses to crisis scenarios and plot their way through an unfolding crisis.

The course will place particular emphasis on peer-to-peer learning, encouraging participants to work together and share the different communications practices applied in their various organisations. It will also enable communications practitioners to further develop their networks around Europe, thereby opening the way to future collaboration.

- Who**
Senior communications executives
- When**
One edition per year
- How long**
4 days
- Where**
UEFA
- Price**
€3,800 (covered by UEFA for representatives of UEFA member associations)
- Number of participants**
25
- Certification**
Certificate of completion by UEFA Academy
- Language**
English



Takeaways

- Ability to deal with the complexity of developing and delivering effective communications strategies for your organisations
- Tools to identify internal and external challenges and to design strategies to manage crisis
- Best practices to incorporate modern communications tools into your organisation's daily work
- Vision to think beyond a narrow football focus, aligning objectives to sustainable goals
- Developing network of fellow Communications practitioners working in or connected to football

Testimonial



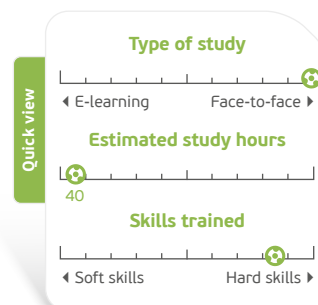
“We are living in a constantly changing environment using technologies that will continue to alter the way we communicate. This fact is not to be feared, rather to be embraced, supported and enhanced with a structure for ongoing education and training for the most important stakeholders in football PR.”

■ Philip Townsend, Communications Director, UEFA

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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 to in their organisations. The programme has been developed by the Institute for Business Ethics at the University of St. Gallen in close collaboration with UEFA. In addition to academic lectures and practical case studies, this four-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

- Better understanding of contemporary FSR principles
- Heightened awareness of current FSR trends
- Better knowledge of good FSR practice in other football organisations
- Network of fellow FSR practitioners

Testimonials



“The UEFA FSR compact course was not a casual workweek in the FSR-world. It was, without doubt, a very interesting course exposing you to a great deal of positive energy and ideas. During this week, we not only learned from the various experts who presented their strategic approach to climate change, inclusion, equality, safeguarding and other interesting FSR-topics; we also had the chance to learn from each other. There is already a lot of knowledge in the FAs and the course gave us a platform to exchange that. In short, this course gives you all the ingredients you need to create your own strategic FSR-approach at home.”

■ Hedeli Sassi, CSR Coordinator, Royal Belgian Football Association



“The UEFA FSR compact course exceeded my expectations of what it means to be socially responsible through the prism of football. With experts in their field on hand to help and guide your thinking, there are ample opportunities to apply FSR theories and principles to your own organisational setting. This allows for invaluable classroom interactions with other delegates. I highly recommend this course to practitioners who need a framework to develop a strategic FSR plan.”

■ Funke Awoderu, Senior Inclusion and Diversity Manager, English Football Association

Partner

University of St. Gallen, Switzerland



Who

FSR practitioners or senior executives working in national associations, clubs, leagues, players' unions and other football-related organisations



When

Annually, starting in autumn



How long

4 days



Where

UEFA headquarters



Price

€3,800 (covered by UEFA for representatives of UEFA member associations)



Number of participants

22



Academic certification

Certificate of completion, 3 ECTS credits



Language

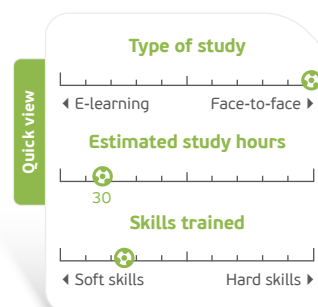
English

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Supporter Liaison Officer Education Programme (SLO Education Programme)

The SLO Education Programme provides supporter liaison officers with the tools, knowledge and skills needed to tackle the complex challenges of the job.



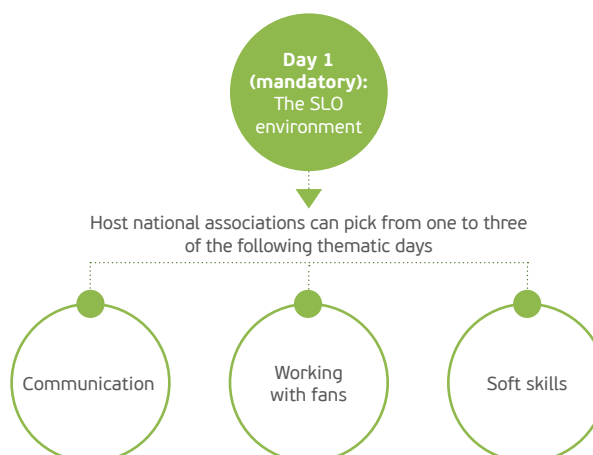
Programme overview

The SLO Education Programme was developed in cooperation with SD Europe to offer SLOs the knowledge, skills and tools they need to thrive in this very challenging position. As a modular programme, it can be organised in one workshop of two to four days or two workshops of two days. This flexibility enables national associations to cater to the needs of their local context. Part of the course can be over the weekend to offer part-time SLOs the opportunity to balance it with their professional obligations.

What is a SLO?

SLOs act as a bridge between football clubs and supporters, providing a two-way flow of information on key topical issues. They ensure that fans' voices are heard throughout their club. SLOs work with many different departments, but their expertise focuses on supporters. They need deep insight into their club's fan culture, but also the ability to establish and maintain trust with a variety of stakeholders, including supporter groups, club staff, the police, transport authorities, and their counterparts at other clubs. Football clubs wishing to compete in European club competitions have been required to appoint an SLO under the UEFA licensing regulations (Article 35) since 2012. Many football associations and leagues have since made the appointment of an SLO a feature of their own domestic licensing process. In recent years, national associations have also started to appoint SLOs for their national teams.

- Who**
Supporter liaison officers in clubs and national associations
- When**
Several intakes per year
- How long**
2 to 4 days
- Where**
Throughout Europe
- Price**
Covered by UEFA and the host national association
- Number of participants**
12-24 (recommended)
- Certification**
Certificate of completion by the UEFA Academy
- Language**
Adapted to the local context



Takeaways

- Deeper understanding of the SLO's role and responsibilities
- Tools and techniques to work with all stakeholders
- Strong network of fellow SLOs in the country

Testimonial



“As their role develops across Europe, increasing demands are being placed on SLOs by a host of stakeholders, all with different wants and needs. Juggling these expectations, often at a moment's notice, is a difficult task that requires adequate training so that SLOs keep everybody happy. Football governing bodies receive the help and advice they need from the UEFA Academy and SD Europe to tailor the SLO Education Programme to their requirements and raise the standards of supporter liaison in their countries as part of an integrated approach to safety, security and service at football matches.”

■ Antonia Hagemann, Chief Executive Officer, SD Europe

Partner

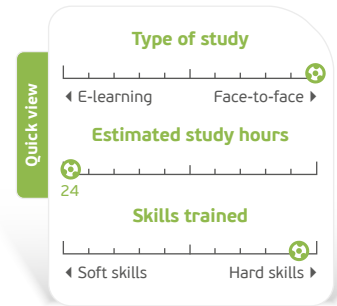
SD Europe



Contact
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UEFA EURO Observation Programme

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



Programme overview

The three-day UEFA EURO Observation Programme comprises tours, presentations and visits, giving participants an insider's view of operations at a major sporting event. Participants will hear presentations by leaders in various functional areas, such as hospitality, TV and media, technical services, accreditation and commercial operations. The programme gives participants the opportunity to explore key areas of interest and have their questions answered by the main UEFA and LOS (local organising structure) stakeholders.



Takeaways

- The opportunity to see behind the scenes at UEFA's largest event
- Multi-perspective, in-depth look at football event operations
- Opportunities to network with UEFA stakeholders and other participants

Testimonial



“The UEFA 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 so as to improve operations at your own events, or to establish best practices at sporting events.”

■ Hugo Viseu Senior, Knowledge Manager, UEFA Events SA

Contact

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WE CARE ABOUT

RESPECT

RESPECT

RESPECT

RESPECT

RESPECT

RESPECT

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RESPECT



OUT FOOTBALL



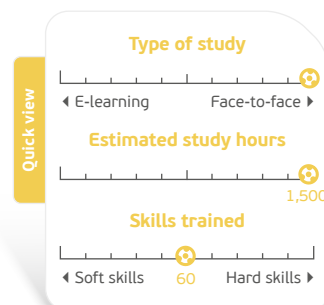
UEFA MIP (Executive Master for International Players) graduation ceremony at UEFA headquarters, on 7 November 2019. House of European Football, Nyon, Switzerland.

PROGRAMMES FOR PLAYERS



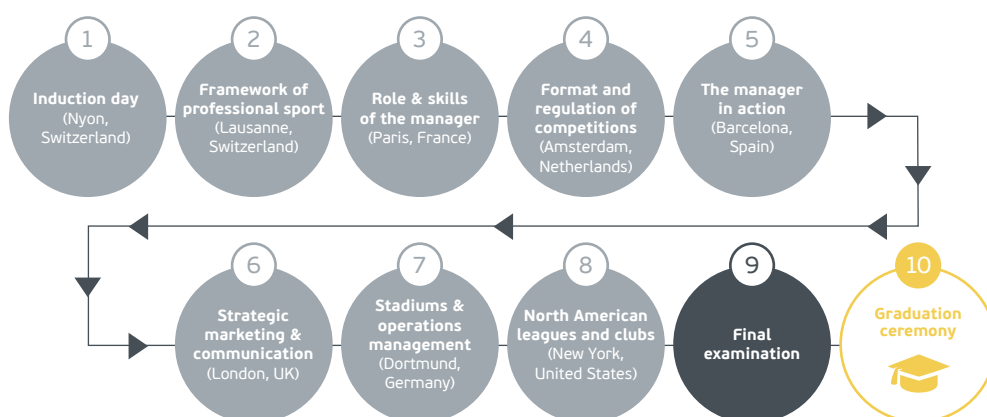
UEFA Executive Master for International Players (UEFA MIP)

The UEFA MIP is a unique academic programme that equips former international players with the 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 careers off the pitch. Six week-long sessions take place in major European cities, with a seventh held in the USA to broaden cultural understanding. 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, which will provide hands-on and day-to-day experience.



Takeaways

- Confidence to act as a leader within football administration
- Key skills to successfully manage a second career
- Broader network within the sports industry

Testimonials



“I decided to join the UEFA MIP because I knew it would enable me to prepare for my future career. In the past, I was 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



“When I retired from football, I wasn't sure what to do, and coaching didn't seem to be the right choice for me. I looked for an education programme that could help me learn more about the business side of the world I already knew. From the first day, every moment of the sessions was beneficial. I met really inspiring people and shared a worthwhile experience with my fellow participants.”

■ Luis Garcia, CEO, LG sports nation

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

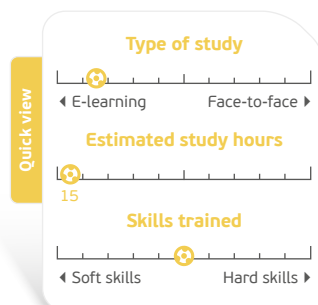


Contact

info@uefamip.com

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 are 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 newsfeed with up-to-date content and upcoming events.

The application will be gradually made accessible to players participating in UEFA competitions. National associations, leagues, clubs and players' unions interested in implementing and delivering UEFA For Players can contact UEFA for more information. Dedicated seminars, including face-to-face sessions on specific topics, can also be organised on demand.



- 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
- Newsfeed
- Face-to-face seminars

Takeaways

- Knowledge to tackle the challenges of a professional playing career both on and off the pitch
- Tools to seize career opportunities
- Ability 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, Sporting Director Women's Football, FC Bayern Munich



“UEFA For Players is a fantastic programme, because it enables 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



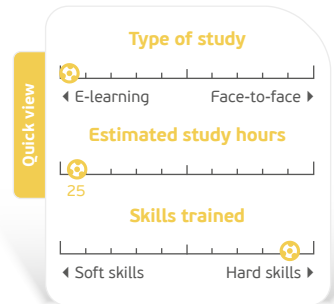
“It's really ground-breaking from UEFA to introduce an app that can help players make key decisions at different stages of their careers.”

■ Nuno Gomes, Sports Agent

Contact
academy@uefa.ch

UEFA Financial Management Training (UEFA FMT)

The UEFA FMT is an online platform offering practical tools and knowledge to elite players, putting them in the driving seat when it comes to 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 needed 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 participants complete and update throughout their learning experience, the UEFA FMT is designed to help players take immediate 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 swiftly transferred and applied. Interested players, clubs, national teams and other stakeholders can contact the UEFA Academy for more information.



Takeaways

- Clear vision of budget and financial goals
- Knowledge to manage finances in a healthy and balanced way and take informed decisions
- Tools to remain in the financial driving seat

Access to the course

You can access to the learning platform via the following link: <https://fmt.uefa.com/course>

Testimonials



“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 achieve 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 a football player’s life. UEFA Financial Management Training offers players the keys to mastering the basics of financial management and the tools to manage their finances 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 you take the right decisions.”

■ Simon Rolfes, Sporting Director, Bayer 04 Leverkusen

Contact 
academy@uefa.ch

Partner
Santander



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 practices and inspirational content in order to elevate the management of the game.



Who

All staff and elected officials of national associations as well as participants and graduates of UEFA Academy programmes



When

Throughout the year; the platform is regularly updated



Where

Online



Price

Free access



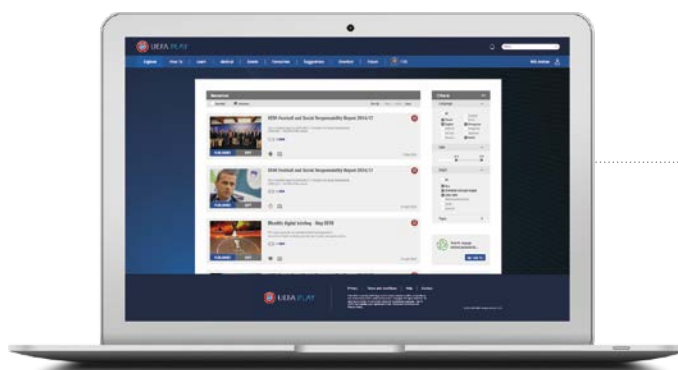
Language

English

Platform overview

UEFA PLAY is an online knowledge-sharing platform that provides 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. The user-friendly platform is easy to navigate 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. These national sections give access to all the content available on the platform and make it possible to share exclusive content with the national association's employees and stakeholders. This service gives UEFA member associations a ready-to-use, knowledge-sharing platform.



2,000

resources (videos, PDFs, etc.), new regularly updated content



1,100

More than 1,100 documents



500

videos

Takeaways

- Access to examples of managerial best practices
- Practical solutions to problems or necessary first steps for new initiatives in a variety of areas
- A platform to share information and resources with national association staff and stakeholders

Testimonials



“UEFA PLAY is an amazing platform. As working in a football association is new to me, UEFA PLAY has been vital for my development and education. It is very useful for finding best practices from different national associations and benchmarking various sectors. I feel like I have an excellent mentor always by my side.”

■ Constantinos Charalambides, Strategic Manager, Cyprus Football Association

Contact 

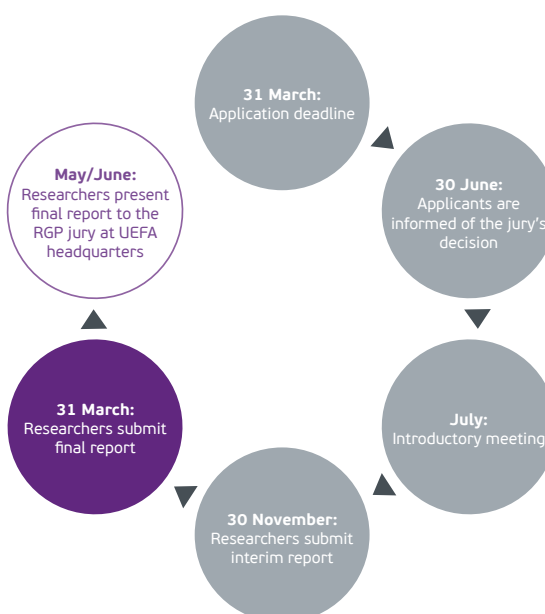
academy@uefa.ch

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 was established to support visionary research into European football. It is open to anyone working towards, or already holding, a PhD and analysing European football from the perspective of a variety of academic disciplines. Once completed, the research is shared with all 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 in line with contemporary issues and has the highest practical value possible.



Takeaways

- Opportunity for researchers to conduct their research in the best possible conditions, with access to both funds and data (from national associations and UEFA), and to gain international recognition
- Opportunity for national associations and UEFA to access the latest research in order to further develop their own activities and projects

Testimonials



“As a recipient of a grant for the 2017/18 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 into the 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 of integration with professional men's clubs.”

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



Who

Researchers at a university or equivalent institution with the support of a UEFA member association



When

Annually



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 amount available: €100,000)



Languages

English, French and German

Contact 

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 interviews with experts.



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 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 other languages.

In addition to the UEFA HFM, the UEFA Toolbox in Football Management is an easy-to-use practical toolbox containing various tools linked to important football management issues. Inspired by the UEFA HFM, the toolbox has been specifically designed in partnership with leading experts to support UEFA Academy students in both their studies and their everyday work. The folder provides a concise overview of different tools, supported by specific examples, that can be implemented in football organisations.



Who

Anyone interested in the management of national football associations



Price

UEFA HFM: €40
(UEFA Toolbox not for sale)



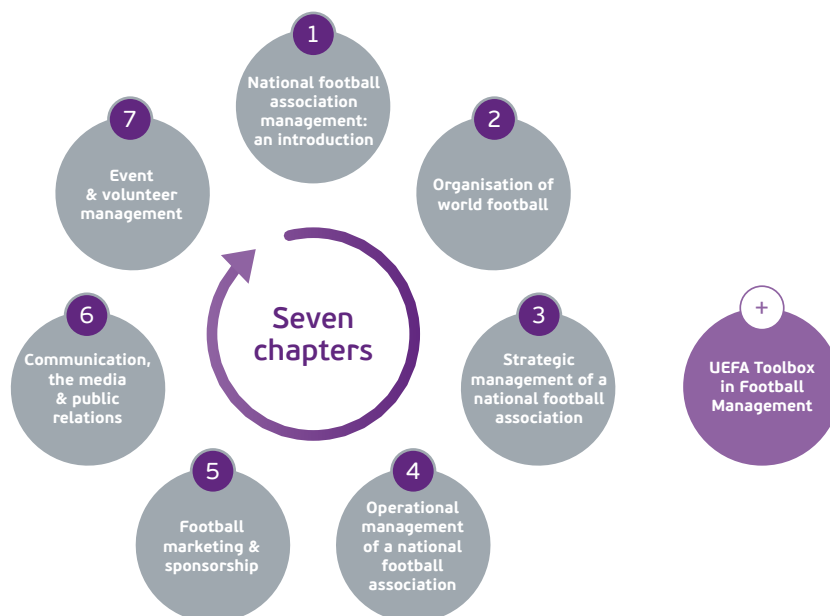
How to order

Contact the UEFA Academy



Languages

English, French and Spanish



Takeaways

- 360-degree perspective on the management of a national football association
- In-depth insight into the managerial aspects of football
- Understanding 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 behind the management of 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 with 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



Other UEFA publications

- National Association Guide to Marketing
- UEFA Project Management Handbook
- Access for All: UEFA and CAFE 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: Club Licensing Benchmarking Report
- UEFA FSR Report

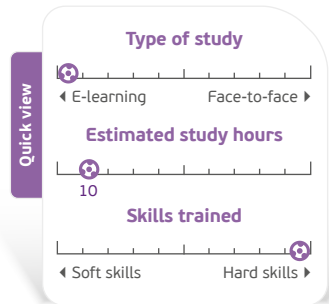
Contact the UEFA Academy in case of interest.

Contact 

academy@uefa.ch

UEFA Cybersecurity and GDPR course

The UEFA Cybersecurity and GDPR course provides the latest best practices for the safe and appropriate use of digital technologies and personal data.

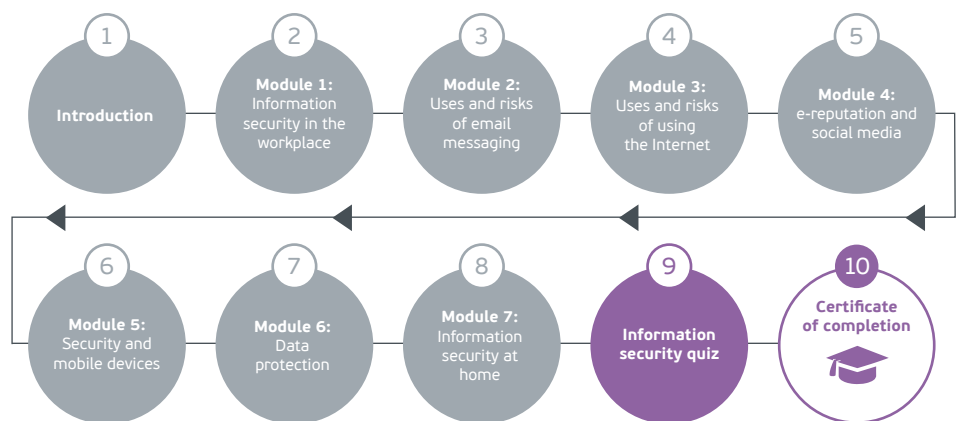


Programme overview

This e-learning course aims to encourage responsible behaviour when using digital technology and managing personal data. In today's world, digital information is increasingly targeted by cyberattacks.

- There is a hacking attack every 39 seconds.
- The cost of data breaches is expected to increase to \$2.1 trillion by 2020.
- Infringement of the European Union General Data Protection Regulation can result in administrative fines of up to 4% of annual global turnover or €20m – whichever is greater.

Most of this can be avoided in a few simple steps. In seven short modules, participants will learn these steps, other good practices and safe online behaviour. This course is a fun learning experience, using gamification and storytelling, to make it accessible to everyone no matter what their level of knowledge in digital technologies.



Takeaways

- Comprehensive understanding of what cybersecurity and GDPR are and why they are important
- Knowledge of what to do and what to avoid to ensure a safe digital presence
- Valuable cybersecurity tips for the professional and private digital world

Testimonials



“The UEFA cybersecurity and GDPR course was extremely useful, both personally and professionally. It was very interactive, engaging and varied. It took me time to complete, but it was worth every minute.”

■ Milda Kvederaviciute, Revenue Operations/Ticketing Assistant, UEFA



“For effective protection across an organisation, everybody should feel responsible for cybersecurity. To that end, we have designed this course to make it understandable to everyone and provide tips for both the professional digital world and the private sphere. Our goal was to develop something fun and interactive to keep users engaged while covering the key areas. Your knowledge and ability to detect and respond to an attack can make all the difference.”

■ Gaël Clavadetscher, Information Security Manager, UEFA

Contact

Member association IT
contact person or
academy@uefa.ch



UEFA Academy

ON-DEMAND EDUCATION



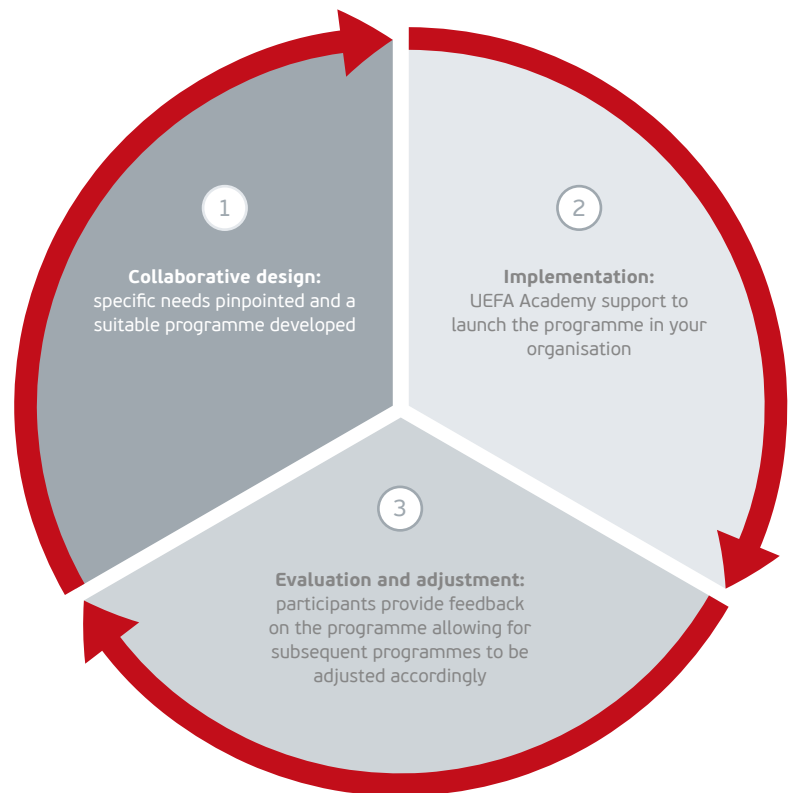
UEFA on-demand education

Tailored specifically to your needs, UEFA on-demand education is the best training solution for national associations.

Overview

We are aware that every organisation has its own specific development needs that may not always be met by generic programmes. Sometimes tailor-made solutions are required. Drawing on the expertise of the European football community, the UEFA Academy designs specific educational sessions and long-term learning programmes – with or without academic certification – according to football associations' own objectives. This type of customised teaching enables UEFA member associations to pinpoint the key areas that require greater attention and greater understanding. The UEFA Academy offers two ways for national associations to align their staff's development with their strategies:

- The UEFA Academy provides advice and support for national associations that want to develop their own education programmes. This can range from providing educational materials for translation into a national language to establishing contact among academic and professional experts in the field.
- At the request of a national association or other football organisation, the UEFA Academy can create an education programme tailored to specific needs. In coordination with the organisation, the UEFA Academy team examines these needs, creates a suitable programme and helps the organisation to implement it.



Takeaways

- Support and guidance to connect with the right experts based on organisational needs
- Help to develop individual training sessions to enhance employees' knowledge
- Expertise to overcome challenges
- 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 delivered by European experts for representatives of clubs from all divisions and football areas, along with input from the presidents of local county associations. This project now constitutes best practice. UEFA's support with this educational programme provides a standard of good governance for the Romanian FA.”

■ Răzvan Burleanu, President, Romanian Football Federation



“UEFA's support in the implementation of a Strategic Planning Programme has been pivotal in the development of the Royal Spanish Football Federation's first-ever strategic plan. The format and content of the programme is completely tailor-made to our needs as it encourages one of our main stakeholders, the regional football associations, to participate in the development of the strategic plan. Furthermore, the regional associations will develop their respective strategic plans as part of the programme, which is of great added value to our organisation. We are very grateful to UEFA for its constant support in this critical project for the federation and its future.”

■ Andreu Camps, General Secretary, Royal Spanish 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 other confederations. Alternatively, a new tailor-made education programme can be created by the UEFA Academy team. The GS Academy, presented below, is one of the programmes created for a UEFA sister confederation. This programme is now part of the UEFA Assist portfolio.



Who

General secretaries



When

On request



How long

1 week



Where

At a member association of the host confederation



Price

€10,000 per participant (fees may be covered by UEFA Assist)



Number of participants

One per member association of the host confederation



Certification

Certificate of completion

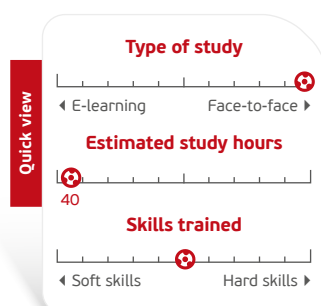


Language

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 in 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. All general secretaries attending the programme receive a copy of the UEFA Handbook of Football Association Management and access to the UEFA Toolbox in Football Management, giving them practical tools that will improve their associations' performance.



Takeaways

- Comprehensive understanding of current and future challenges faced by associations
- Exchange of best practices between general secretaries
- Broader networks
- Practical tools that will positively impact associations

Partner

UEFA Assist



Contact

academy@uefa.ch



ABOUT

The UEFA Academy in numbers



Over
1,500
graduates



56
seminars
and workshops in 2019

Graduates of over



100
nationalities



40
countries visited
by our programmes

Close to



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

ONE

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 individuals and organisations to continuously elevate the game through education. 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 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 your 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 rather 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.

ABOUT



UEFA HatTrick programme

UEFA's education programmes and knowledge-sharing initiatives, now gathered under the umbrella of the UEFA Academy, started with the creation of the UEFA HatTrick programme, 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 UEFA's member associations. Since 2004, the UEFA HatTrick programme 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 (2016–2020). 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 its size or location. National association projects must be within their respective territories and fulfil all other HatTrick requirements.
- **Annual solidarity funding:** This funding is 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 running 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 and social responsibility programme
 - Travel expenses for the national teams
 - Integrity activities

Other UEFA training initiatives

The training courses presented in this catalogue are certified programmes offered by UEFA to staff of national associations and their stakeholders through the UEFA Academy. The majority of these programmes are now open to other specialists working in sport. However, UEFA also offers other training initiatives covering a wide spectrum of professions and topics, including:

- 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

UEFAacademy.com