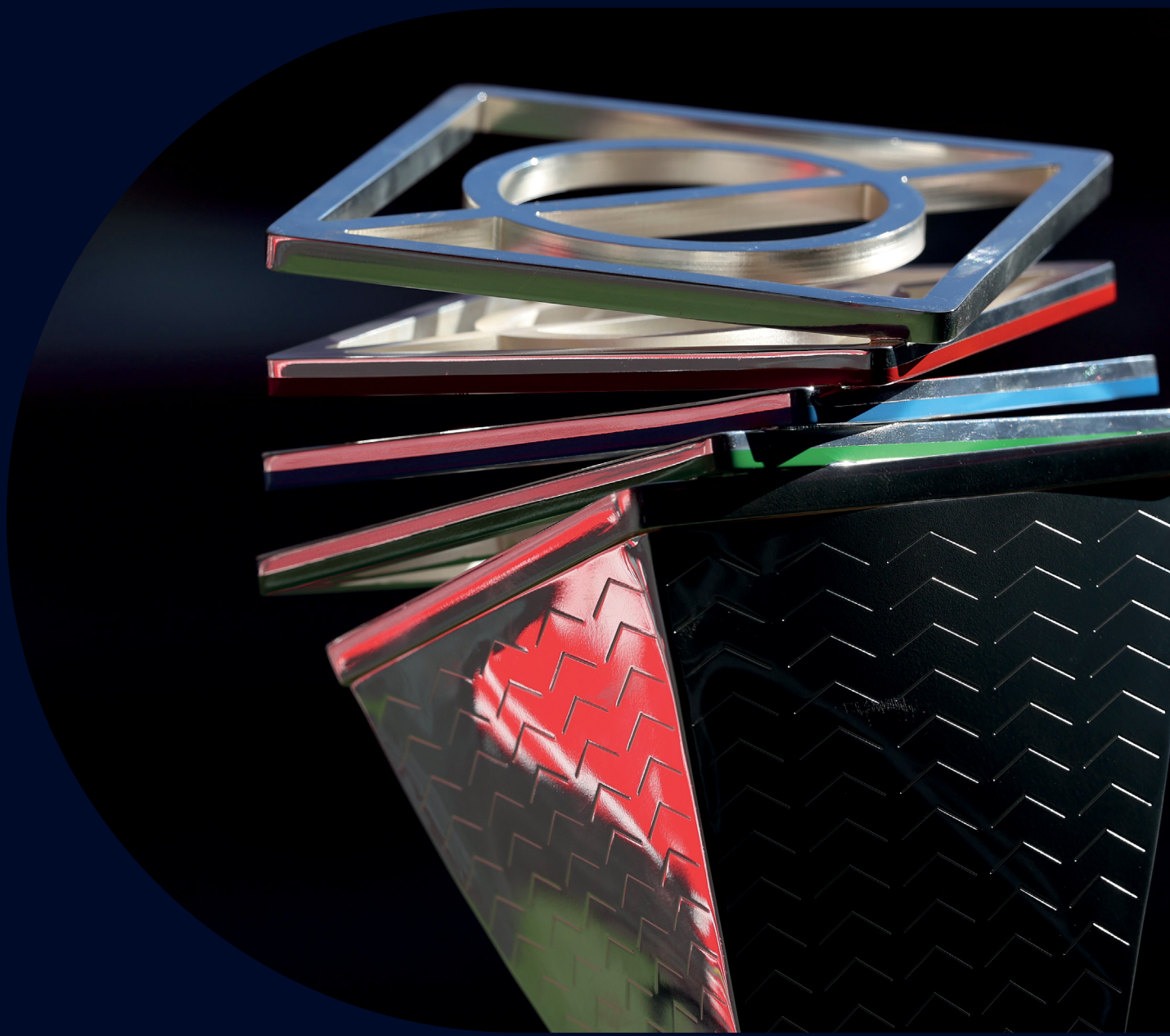
ACADEMY

UEFA Certificate in Football Management

National Associations Editions





A must-have foundation programme for anyone working in football

Foreword

Reinforcing the professional management of football throughout Europe is one of our primary goals. The UEFA Academy's numerous education initiatives provide personal development opportunities tailored to our member associations' staff and stakeholders at all stages of their careers.

We believe that constant improvement and adapting to the needs of our participants is essential. This is why, while preserving its core purpose – providing a 360-degree understanding of the functioning of a football organisation – we have constantly adapted the content and format of the UEFA Certificate in Football Management, our foundational education programme.

In the past fourteen years, the UEFA CFM has demonstrated its ability to serve the professionals working in European football administration. Its 2,500 graduates now have a comprehensive understanding of how the game is managed across Europe.

While keeping the ingredients that have made the UEFA CFM a success, we have updated and modernised the programme, with enriched content and greater flexibility. This will provide the learners with an enhanced tailor-made experience while the blended-learning approach will enable them to balance their studies with their professional lives.



Theodore Theodoridis
UEFA General Secretary

Programme overview

TYPE OF LEARNING

◀ E-learning — Face-to face ▶

ESTIMATED HOURS OF LEARNING

300

SKILLS TRAINED

◀ Soft skills — Hard skills ▶

WHO
National association staff and, for hosting associations, their national stakeholders

HOW LONG
9 months

WHERE
Several national editions across Europe

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

NUMBER OF PARTICIPANTS
Maximum 35 per edition

ACADEMIC CERTIFICATION
Certificate of advanced studies (CAS), 10 ECTS

LANGUAGE
English

ALUMNI
Growing community of over 5,300 graduates working in football (among which 2,500 CFM graduates)

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.

Overview

In collaboration with leading academic and professional football experts, the UEFA CFM blended learning programme, involving face-to-face and online masterclasses, e-learning modules and written academic assignments, provides a 360-degree view of how to run a football organisation. The UEFA CFM should be prerequisite for anyone pursuing a career in football administration.

Revamped and enhanced with the latest examples and best practices in European football, the curriculum comprises a total of twelve e-learning modules.

- The organisation of world football
- Strategic & performance management
- Operational management
- Football marketing
- Communication, the media & public relations
- Football development
- Women's football
- Social and environmental sustainability
- Medical care, health and anti-doping
- Football law
- Event and volunteer management
- Competitions in football

Programme benefits

UEFA CFM participants will gain a wealth of knowledge, access to a range of different managerial resources, and become part of an expanding network of international fellow participants and graduates working in football, all of which will contribute to their continuous professional development.

By the end of the nine-month programme, participants will have:

- acquired a comprehensive understanding of the football industry;
- strengthened their managerial skills;
- conducted a managerial analysis of their football organisation (or their division/unit) and provided
- recommendations for improvement;
- developed a global network in the football industry;
- deepened their skills and knowledge of a specific football management topic of their choice.

Testimonials



The UEFA CFM is the best way to understand how the football ecosystem is organised, the importance of strategic management and how all operations of a national association are run in order to develop football in the country. It is a well-balanced course between theoretical and practical cases that allowed me to broaden football horizons, analyse best practices and visualise the behaviour of the football industry.

Diana Bulgaru, Executive Committe Member, Football Association of Moldova



The programme was a great learning experience in the constantly evolving world of football. Through valuable interactions with other participants and speakers, I gained a better understanding of the opportunities and challenges that national associations face worldwide. The combination of theory and practice allowed me to take away useful content for my daily work.

Leonie Klinkebiel, Senior Manager – Special Events and Projects, German Football Association



The UEFA CFM was a real eye-opener in terms of understanding the challenges national associations have and how the Royal Belgian Football Association functions within the framework of European and global football. Both at strategic and operational level, it was a unique opportunity to take a step away from daily operations and consider the functioning of our events department.

Kevin Raveyts, Head of Operations, Royal Belgian Football Association

Programme overview

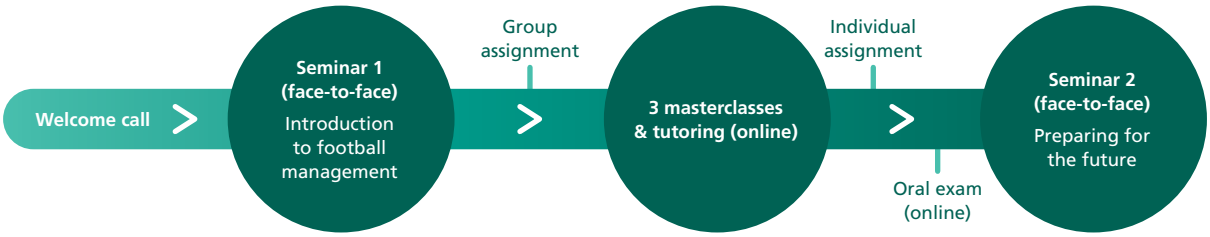
Carefully designed in collaboration with the University of Lausanne and leading experts to ensure the high quality of the programme, the UEFA CFM takes about nine months to complete.

The programme comprises twelve e-learning modules together with two seminars and three masterclasses. Each module addresses a key area of football organisation management and provides essential knowledge for professionals working in the football industry.

Participants will be assessed on the basis of:

- Two written assignments
- A final oral exam

2 SEMINARS, 3 MASTERCLASSES AND ASSIGNMENTS



12 ONLINE MODULES

01 The organisation of world football	02 Strategic & performance management	03 Operational management	04 Football marketing
05 Communication, the media & public relations	06 Football development	07 Women's football	08 Social & environmental sustainability
09 Medical care, health & anti-doping	10 Football law	11 Event & volunteer management	12 Competitions in football

+KEY RESOURCES

- Handbook of Football Association Management
- UEFA Academy Online
- Toolbox in Football Management
- UEFA CFM Trophy Tour

Seminars and masterclasses

Delivered by leading experts, renowned academics and senior UEFA staff, the seminars and masterclasses combine presentations, group work, networking and social activities designed to provide knowledge and skills while interactively enhancing the learning experience. It is estimated that the UEFA CFM should take participants around 380 hours, taking into account approximately four days per module along with the written assignments. The first seminar lasts a day and a half, requiring two overnight stays. Three masterclasses take place online and run over four hours each on three separate days. The second (and the last) seminar is held over two days and includes the graduation ceremony.

SEMINAR 1 (FACE-TO-FACE)

The first seminar is an introduction to football management and focuses on the first three modules. Participants gain a greater understanding of how European and world football is organised and run; the importance of strategic management; and how to effectively run the various operations of a national football organisation.

MASTERCLASS 1, 2 and 3 (ONLINE)

Over masterclasses, participants will explore thematic areas of football management. The first masterclass, on marketing and communication, will cover narratives, storytelling and brand building. The second will focus on developing the game, addressing football development and women's football. The third will examine how to safeguard and protect the game, concentrating on sustainability, health and law.

SEMINAR 2 (FACE-TO-FACE)

During the second seminar, participants will participate in a number of creative workshops preparing for the possible future scenarios in football. They will also engage in a practical simulation based on the sports and commercial activity of a UEFA Champions League match. Successful participants will be awarded their certificates at a graduation ceremony.



Prestigious academic partner

The UEFA CFM is delivered in collaboration with the Swiss Graduate School of Public Administration (IDHEAP), at the University of Lausanne in Switzerland. Successful graduates of the UEFA CFM will receive a certificate of advanced studies in football management, worth 10 ECTS, which is acknowledged by all European universities.

Based in Lausanne, which is home to more than 40 international sports organisations, IDHEAP has a long history of delivering high-quality programmes, having established the first course in sports management in Switzerland.

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.

For details of our catalogue of courses, visit UEFAacademy.com.

LIFT certification

The UEFA Academy was awarded the LIFT (Learing Impact for Today and Tomorrow) by EFMD for the period 2024 to 2027. This certification recognises the impact of the UEFA Academy programmes on its participants, their organisations and society at large.

How to apply?

To apply for the UEFA CFM, complete the online application form available at UEFAacademy.com. Participants willing to take part in the UEFA CFM should refer to the HR department of their national association to know whether the NA will host a national session in a near future or if it will recommend participants for the upcoming editions of the UEFA CFM.

Each year presidents and general secretaries of national associations not hosting the programme can recommend two members of their staff as candidates for the UEFA CFM. In case they recommend two candidates, at least one of them must be a woman.

The scientific committee of the UEFA CFM will select the candidates and allocate them to one of the forthcoming national editions. Candidates to the UEFA CFM should have:

- a permanent position within the national association;
- a good command of English (both oral and written).

Should the number of candidates exceed the number of available seats, candidates of national associations having not recently hosted an edition or which will not soon host an edition of the UEFA CFM will be given priority.

We welcome all participants from diverse backgrounds and cultures, recognising the unique value that diversity brings to ourcommunity. If you have any uncertainties about meeting specific programme criteria, we encourage you to reach out to us.



UEFAACADEMY.COM

Contact us: academy@uefa.ch
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