



# UEFA Academy Programme 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 offers a wide range 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, stakeholders and everyone working in the game 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 and beyond. 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.

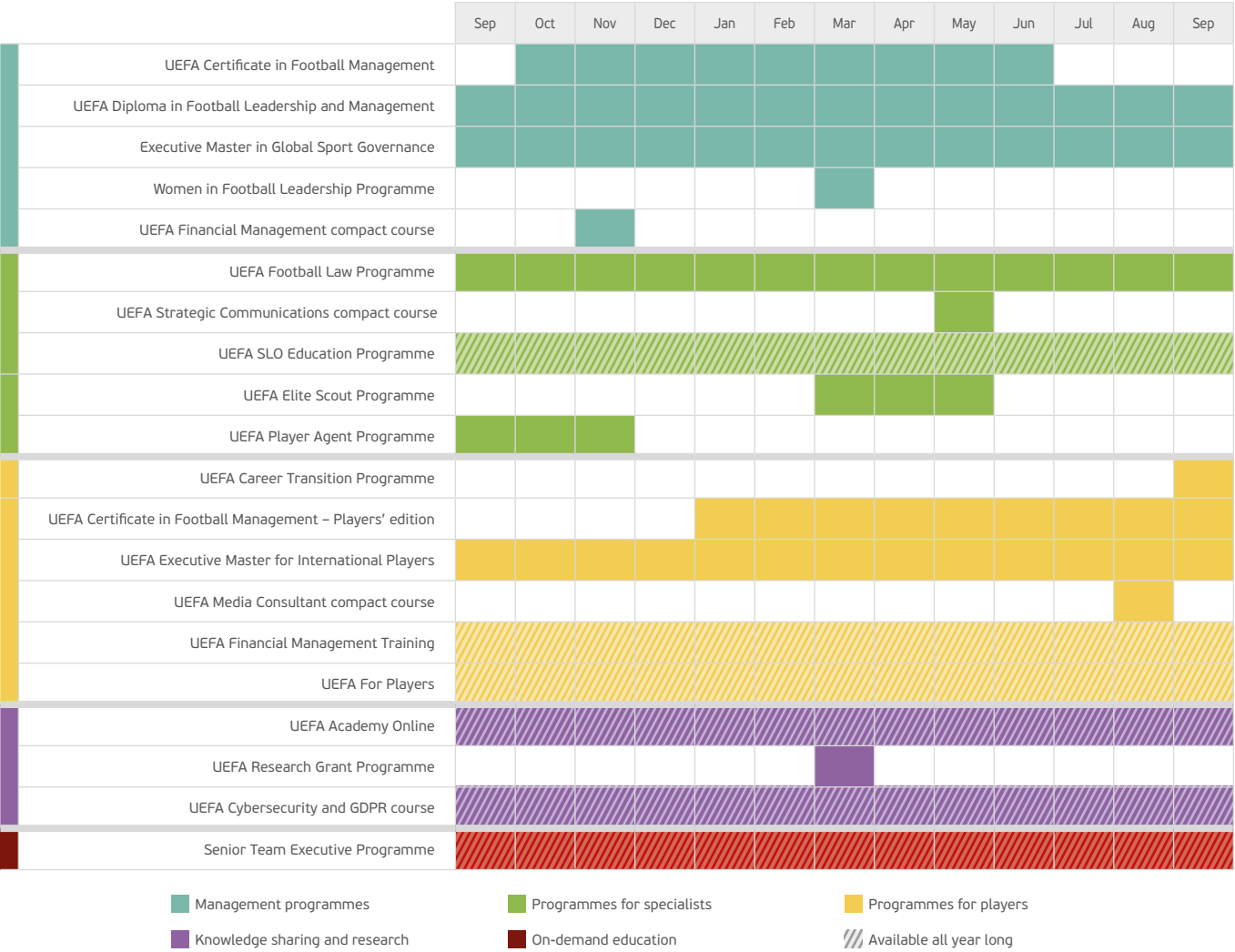
## UEFA Academy

# CONTENTS

<b>Management programmes.....</b>	<b>6</b>
UEFA Certificate in Football Management (UEFA CFM) .....	7
UEFA Diploma in Football Leadership and Management (UEFA DFLM) .....	8
Executive Master in Global Sport Governance (MESGO) .....	9
Women in Football Leadership Programme (WFLP) .....	10
UEFA Financial Management compact course .....	11
<b>Programmes for specialists.....</b>	<b>12</b>
UEFA Football Law Programme (UEFA FLP) .....	13
UEFA Strategic Communications compact course.....	14
UEFA SLO Education Programme .....	16
UEFA Elite Scout Programme (UEFA ESP) .....	17
UEFA Player Agent Programme (UEFA PAP) .....	18
UEFA Football Doctor Education Programme (UEFA FDEP) .....	19
<b>Programmes for players .....</b>	<b>20</b>
UEFA Career Transition Programme (UEFA CTP) .....	21
UEFA Certificate in Football Management – Players’ edition (UEFA CFM) .....	22
UEFA Executive Master for International Players (UEFA MIP) .....	24
UEFA Media Consultant compact course (UEFA MC3) .....	26
UEFA Financial Management Training (UEFA FMT) .....	27
UEFA For Players .....	28
<b>Knowledge sharing and research .....</b>	<b>30</b>
UEFA Academy Online.....	31
UEFA Research Grant Programme (UEFA RGP) .....	32
UEFA Handbook of Football Association Management (UEFA HFM) .....	33
UEFA Cybersecurity and GDPR course.....	34
<b>On-demand education .....</b>	<b>36</b>
Tailor-made programmes .....	37
Support for UEFA’s sister confederations and Senior Team Executive Programme (STEP) .....	38



# CALENDAR OF ACTIVITIES



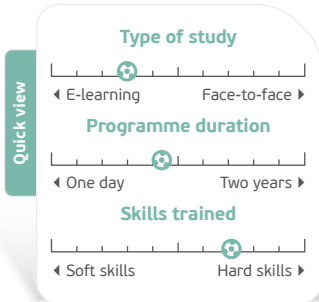


# MANAGEMENT PROGRAMMES



## 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.



### 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  
Open edition starts in autumn



### Where

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



### Price

€7,900



### Number of participants

35



### Academic certification

Certificate of Advanced Studies (CAS), 10 ECTS credits



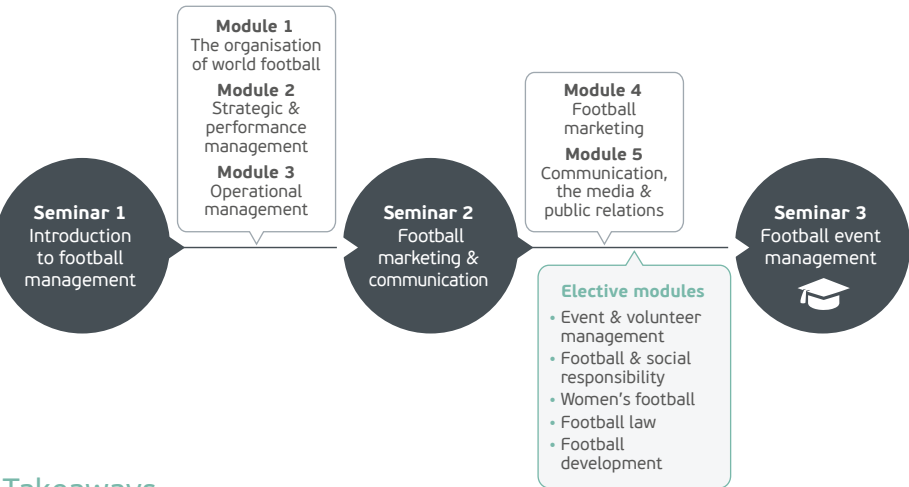
### Language

English

### 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. With over 1,500 CFM graduates working in the football industry, the UEFA CFM should be considered a prerequisite for anyone passionate about a career in football.

Built in collaboration with leading academic and professional football experts, the programme comprises ten online modules together with three seminars, each lasting between two and four days. They all address a key area of football management and provide essential knowledge for people working in the football industry.



### Takeaways

- Acquire a comprehensive understanding of the football industry
- Strengthen your managerial skills
- Conduct a managerial analysis of a football organisation of your choice and provide recommendations for improvement
- Develop a global network in the football industry

### 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 is perhaps the most insightful, engaging, and informative academic programme I've had the privilege of partaking in. The execution of the programme is as impressive as it is professional. Learning about topical football subjects from experts has been eye-opening and rewarding, especially alongside a cohort of professionals actively working in the football industry."

Sid Kohli, TV Sports Producer and Presenter

### Partner

IDHEAP, University of Lausanne, Switzerland



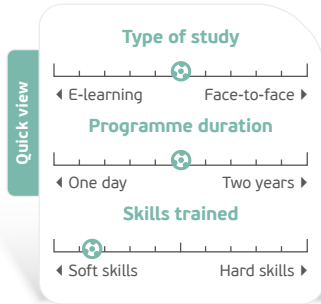
### Contact

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



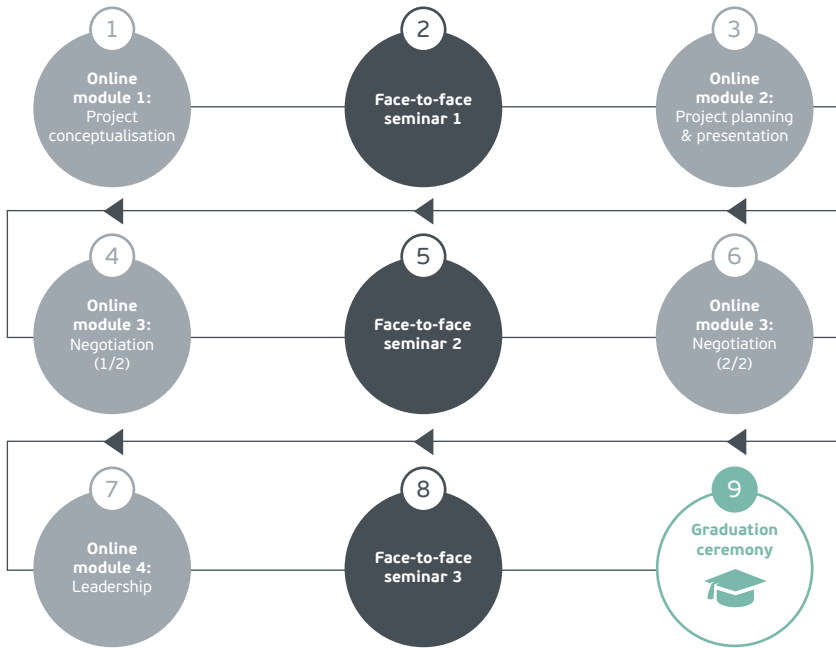
# UEFA Diploma in Football Leadership and Management (UEFA DFLM)

The UEFA DFLM is an advanced programme enabling high-performing managers in charge of teams 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 face-to-face seminars – each lasting between two and three days – and four online modules, you will work alongside expert coaches on your individually selected project, which must be of strategic importance for your organisation.



## Takeaways

- Developed a strategic project for your own organisation that can be implemented
- Attained key skills in order to facilitate complex, strategic project implementation within your organisation
- Improved your soft skills in relation to leadership and complex negotiation
- Developed your capacity to present with impact, both orally and in writing
- Expanded your network, by gaining contacts in football organisations across Europe

## Testimonials

**"**The DFLM showed me that learning is a lifelong process and made me more aware of my leadership and negotiation skills. The seminar structure was a really good fit for my schedule, offering moments of learning together with moments of reflection. I can proudly say that the DFLM motivated me to contribute to the FRF Academy, which aims to become the strongest sport education provider in Romania, with both off-the-pitch and on-the-pitch programmes. **"**

**■ Diana Pirciu, Education Manager, Romanian Football Federation**

**"**The UEFA DFLM has really assisted me in developing myself as an individual, but also increased the experience and knowledge I will bring to the English FA. The course focuses a lot on you as an individual, how to be a better leader, how to work more strategically and influence those around you. Personally, the UEFA DFLM has pushed me to a new level which I believe will help further my career and meet my goals, as well as helping the FA to continue to grow and strengthen. **"**

**■ Farai Hallam, Academy Support Manager, The Premier League**

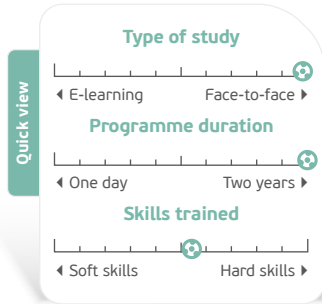
## Partner

IDHEAP, University of Lausanne, Switzerland



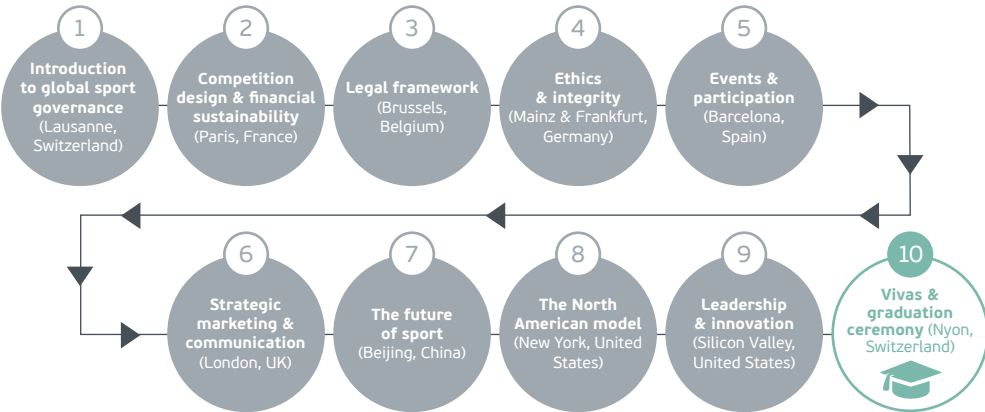
# Executive Master in Global Sport Governance (MESGO)

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.



NB: Order and location of the sessions subject to change



## 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  
Seventh intake in autumn 2022



## How long

20 months



## Where

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



## Price

€19,800



## Number of participants

30



## Academic certification

Executive Master,  
60 ECTS credits



## Language

English

## 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
- Unrivalled international network of sports leaders and access to the MESGO Alumni Association

## Testimonials



**"**If you have not played sports at a high level but now find yourself working in the sports sector, like I did, then this course is a must. The MESGO course is a high-level academic sports-focused course. Whether you are working in a federation, a club or a private sports company, this course will help you to join the dots. International sport is a multibillion-dollar industry developing at an incredibly fast pace. We need to have people with the broadest and deepest understanding of how to harness the changes taking place to ensure that sport retains its ability to transform lives for the better. **"**

**■ Joanna Poulton, Chairwoman, British Bobsleigh and Skeleton Association**



**"**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)



## Contact

academy@uefa.ch

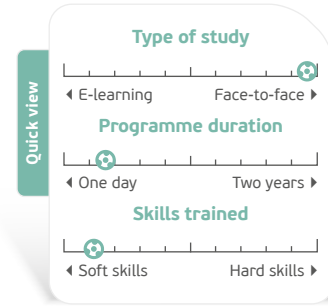
## Contact

info@mesgo.org



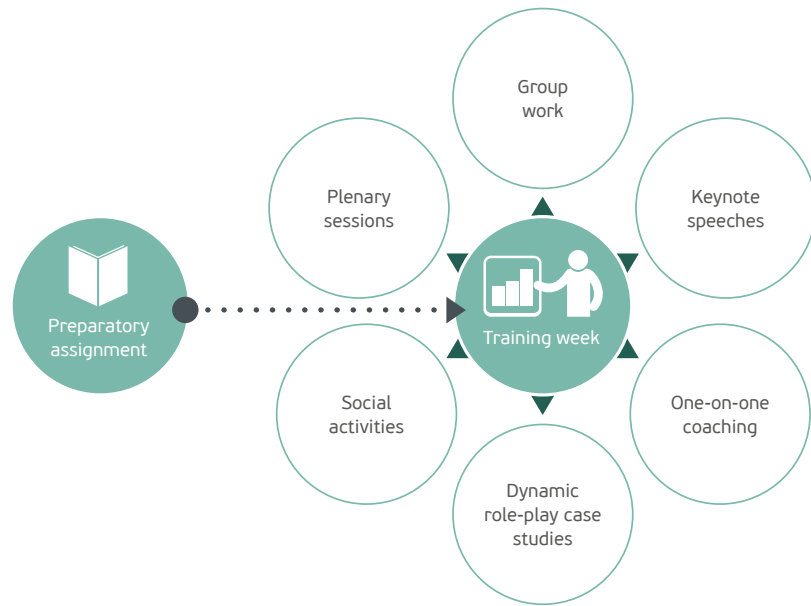
# Women in Football Leadership Programme (WFLP)

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 Women in Football Leadership Programme is designed for women in football who have the potential and motivation to progress into senior leadership positions within their organisation or are already in such roles. You will work on and discuss aspects of leadership, while also focusing heavily on self-awareness and how this can support your career development. The coaching included in the programme will challenge you both personally and professionally. Organised in collaboration with FIFA, the programme also provides a platform for exchange and networking between participants from a rich variety of backgrounds.



## Takeaways

- Developed a clear understanding of what skills are needed for leadership, and how these are reflected within your own professional character
- An increased level of self-awareness and an understanding of how this benefits your personal and professional goals
- Extended your network and created strong links with women working in positions of authority in football or ready to step into leadership roles
- Built additional confidence to set and pursue ambitious career goals and fulfil your potential

## 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**

“After I was promoted to operations director in professional refereeing at the RBFA, I felt it would be beneficial for me to share experiences and best practices with my peers in other football associations and develop a strong network around me. The Women in Football Leadership Programme helped me to achieve this goal and gave me the opportunity to develop my leadership skills at the same time.”

■ **Stephanie Forde, Operations Director in Professional Refereeing, Royal Belgium Football Association**

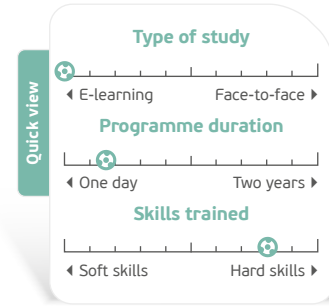
## Partners

FIFA  
IMD Business School, Lausanne, Switzerland



# UEFA Financial Management compact course

The UEFA Financial Management compact course is a foundation programme for all national association executives wanting to gain insights into football associations’ financial decisions in order to develop their organisation’s strategic plans.



## Programme overview

This compact course is composed of three live online seminars on governance, strategic planning and auditing. Before the course, participants are required to watch the three UEFA Grow Finance Essentials webinars. Although central to all organisations, finance is often seen as extremely complex and is therefore left up to the experts. However, when you are able to see the facts behind the figures, you have the power to build stronger strategies, expand your influence, and make better decisions to help your organisation grow. The programme is founded on applied knowledge involving case studies from national associations. To help you apply the course content to your own working environment, you will be asked to undertake short assignments before and during the course using your association’s financial data. On completing this compact course, you will have the tools to positively impact the future of your association and be in the driving seat when discussing financial matters.



## Takeaways

- Understanding of the financial management of your national association
- Ease when reading financial statements, income statements, balance sheets, cash flows and financial reports
- Understanding of the main principles of amortisation and depreciation
- Better governance methods through various financial tools
- Ability to use financial data to analyse risks and develop strategic plans

## Testimonials

“Understanding all the ins and outs of football finances is essential for any leader who wants to manage their association efficiently. Experience is the strongest tool when it comes to running a business, but the UEFA Financial Management compact course is the most effective way to gain an insight into football association finances. If you want to be a successful leader and manage your national association’s finances professionally, with a good grasp of the European benchmark, then I would definitely encourage you to attend this compact course. It provides a lot of insight.”

■ **Edgars Pukinsks, General Secretary, Latvian Football Federation**

“In my role as general secretary, understanding different financial management aspects is essential in order to take decisions that will have positive impact on the growth of our national association. The UEFA Financial Management compact course helped me to strengthen my professional skills in financial management. It had a perfect mix of theory and best practice. I personally gained a lot of insight and the course motivated me to study certain topics even further. I strongly recommend the course for NAs’ top management for personal and professional development in this domain.”

■ **Anne Rei, General Secretary, Estonian Football Association**

“The common feature of the football environment is complexity and constant change, which results in a need for lifelong learning and raising the level of knowledge in all areas. Financial aspects are certainly among the most important. The UEFA Financial Management compact course is an excellent course at the highest level, with content by proven experts who guide you from the basics to in-depth theoretical content through practical examples. In a friendly environment with endless opportunities for networking, this course provided me with a wealth of knowledge. I can highly recommend it to every top manager in a national association.”

■ **Martin Koželj, General Secretary, Football Association of Slovenia**

**Who**  
Presidents, general secretaries and board members of national associations

**When**  
Once a year, in autumn

**How long**  
3 seminars each lasting 1.5 days\*

**Where**  
Online

**Price**  
€2,500

**Number of participants**  
30

**Certification**  
Certificate of completion by the UEFA Academy

**Language**  
English

\*Before the course, participants must watch the UEFA Grow Finance Essentials webinars.

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

Partner  
UEFA GROW



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

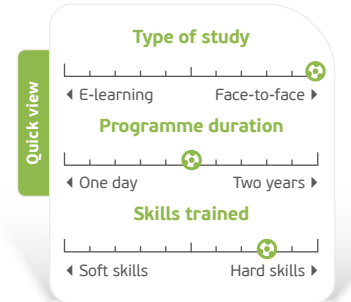


# PROGRAMMES FOR SPECIALISTS



## 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.



### Who

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



### When

Every second year  
Fifth intake starts in autumn 2023



### How long

12 months



### Where

Iconic locations in Europe



### Price

€7,900



### Number of participants

26



### Academic certification

Certificate of Advanced Studies (CAS),  
10 ECTS credits

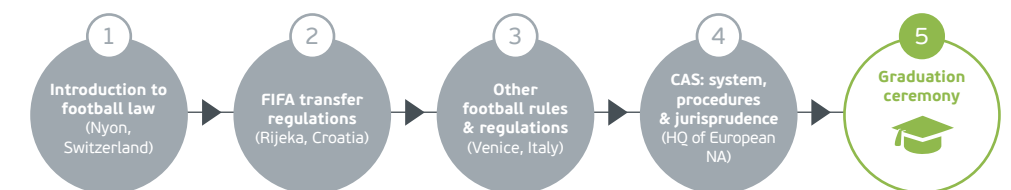


### Language

English

## Programme overview

The UEFA Football Law Programme (FLP) comprises four week-long sessions that address key issues of football law. Designed and run by UEFA in close collaboration with internationally renowned academic experts and practitioners, the programme is intended for legal specialists who need insight into the most recent developments in football law while broadening their understanding of the issues. To encourage the exchange of ideas and opinions, the UEFA FLP is open to a wide range of participants with different backgrounds and from a variety of organisations.



## 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 FLP far exceeded my expectations of a practical and specialised course in sports law. In addition to an excellent programme at a high level, in which the content is presented by proven experts, I met exceptional people, both professionally and in terms of character. As a club lawyer, I still benefit greatly from the knowledge I acquired and the broad network I built up. The programme was an absolutely enriching experience for me and can be highly recommended to every ambitious club lawyer.”

■ **Tarek Brauer, Vice-President of Legal and Human Resources, member of the board, SV Werder Bremen**

## Partners

**Academic partners:** Kadir Has University, Istanbul, Turkey; Law Faculty at the University of Rijeka, Croatia; Ca' Foscari University of Venice, Italy

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



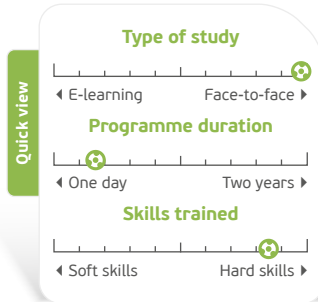
Contact

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



# UEFA Strategic Communications compact course

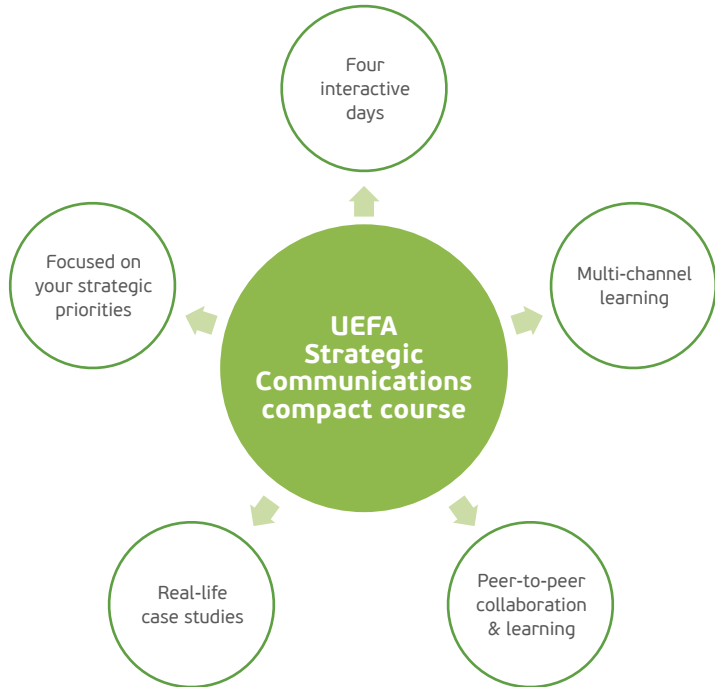
The UEFA Strategic Communications compact course is an exclusive programme designed for communications executives committed to delivering communicative excellence through detailed, strategic and innovative content plans.



## Programme overview

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

It provides key communications specialists with the tools and knowledge needed to enhance their communications plans in a constantly changing and increasingly disruptive environment. Anticipating a potential crisis through scenario planning is a key component of effective communications. This course helps you to develop skills in issues management and better understand how to plot your way through an unfolding crisis.



## Takeaways

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

## Testimonial



“The UEFA Strategic Communications compact course was a great one. I felt truly inspired after four packed and really intense days of sharing experiences, working with and learning from colleagues from all over the world. I have taken on board new skills and ideas that I am already implementing at my association. A strategic approach is a must for any organisation wanting to stay focused and have a clear view of where it is heading, in the short term as well as the long term.”

■ Ómar Smárason, Head of Communications, Football Association of Iceland

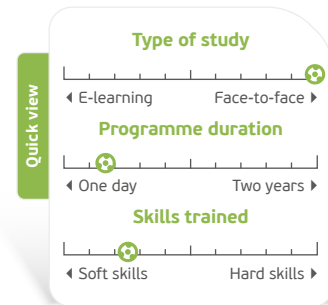


Contact   
academy@uefa.ch



# 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 this demanding job.



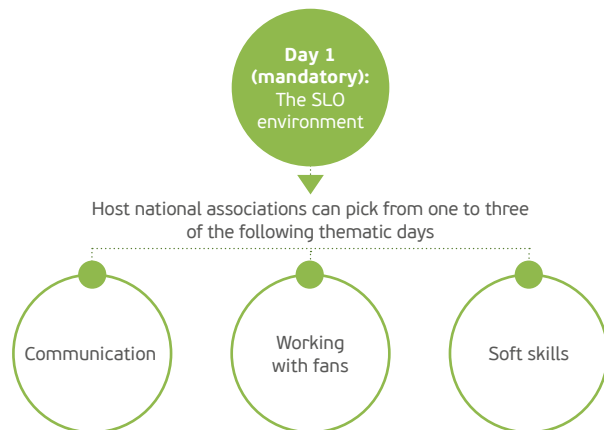
- Who**  
Supporter liaison officers in clubs and national associations
- When**  
Several intakes per year
- How long**  
4 days
- Where**  
Throughout Europe
- Price**  
Covered by UEFA and the host national association
- Number of participants**  
12–24 (recommended)
- Certification**  
Certificate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

## Programme overview

The SLO Education Programme was developed in cooperation with SD Europe to offer supporter liaison officers 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/association'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 and associations. 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.



## Takeaways

- Get a deeper understanding of the SLO's role and responsibilities
- Learn tools and techniques to work with all stakeholders
- Develop a strong network of fellow SLOs in your country

## Testimonials



“The Football Union of Russia is proud to have hosted a pilot of this new SLO education programme from the UEFA Academy and SD Europe. The programme was a success and our club SLOs particularly enjoyed mixing theory with practice and having the opportunity to engage with their counterparts.”  
■ Nikolay Shiryayev, Senior Expert, Safety and Security Department, Football Union of Russia



“Since its birth a couple of years ago, the SLO function has been continuously expanding and its importance is being recognised by the multiple stakeholders of the football sphere. It is crucial for us to create a common understanding of the function. By offering a specific training on the subject based on workshops, lectures and best practice exchanges, the UEFA SLO Education Programme has brought tremendous added value to the development of the role.”  
■ Quentin Gilbert, SLO, Standard de Liège

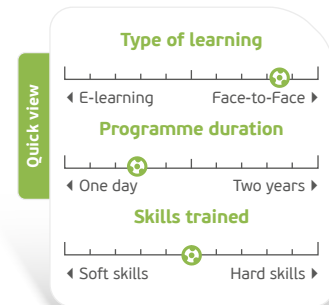
## Partner

SD Europe



# UEFA Elite Scout Programme (UEFA ESP)

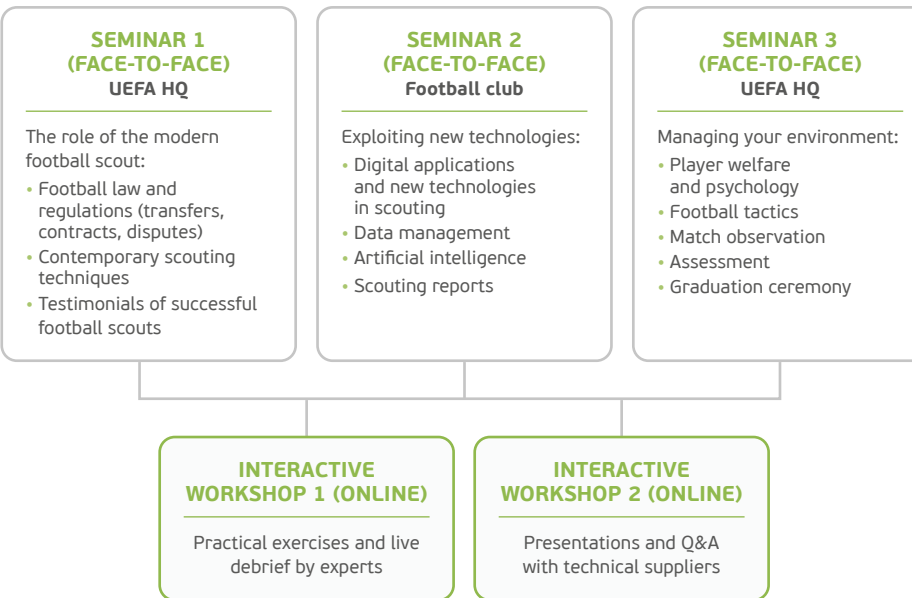
The UEFA Elite Scout Programme is an international high-level programme for professional scouts in the football industry.



- Who**  
Football scouts, coaches and ex-players
- When**  
Every second year
- How long**  
3 months
- Where**  
3 face-to-face seminars at UEFA and at European clubs  
2 online seminars
- Price**  
€7,900
- Number of participants**  
35
- Certification**  
Certificate of completion by the UEFA Academy
- Language**  
English

## Programme overview

The UEFA Elite Scout Programme (UEFA ESP) is a three-month programme designed specifically for those who wish to pursue a scouting career in the modern-day football environment. This unique learning experience provides current and future scouts with all the latest tools they need to work at the highest standards of the profession, supported by a network of international scouting experts. By the end of the three-month programme, you will be equipped with all the information you need to pursue a successful career as a football scout. The programme is highly interactive and participatory: you will get to experience expert masterclasses, real-life case studies and simulation exercises together with your classmates. You will also have the opportunity to learn from UEFA experts and industry leaders who will share their experience and insights through a series of live presentations and workshops. In addition, current scouts and sporting directors will share with you inspiring personal stories of how they successfully managed their top-flight careers in the most prestigious clubs and associations.



## Takeaways

- Understand the international football ecosystem and its governance
- Master the key principles of scouting and match observation: talent identification, analysis and recruitment management
- Learn how to produce various types of match reports (text, animations, videos)
- Get familiar with the use of technologies to monitor football data and statistics and discover the latest innovations in this fast-changing domain

## Testimonial



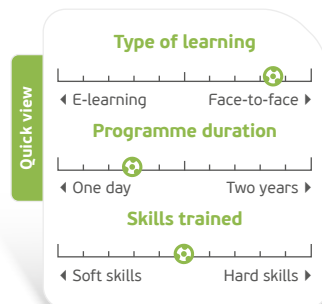
“In the world of scouting, there are different types of profiles and experts. Some are more specialised in talent identification using statistics and new technologies, while others focus more on on-pitch observation or solid connections in key markets. The UEFA Elite Scout Programme (UEFA ESP) is designed for current scouts as well as ex-professional players or coaches who want to pursue this profession. From match observation and professional reporting to video editing and data management, this holistic programme delivers a full spectrum of knowledge and skills in state-of-the-art recruiting expertise. The three face-to-face seminars and the two online interactive workshops will also give participants the perfect opportunity to share different ideas, practise live exercises on the pitch and, of course, develop a broad network of international colleagues, suppliers and experts.”  
■ Leslie Reed, Programme Director

Contact academy@uefa.ch

Contact academy@uefa.ch

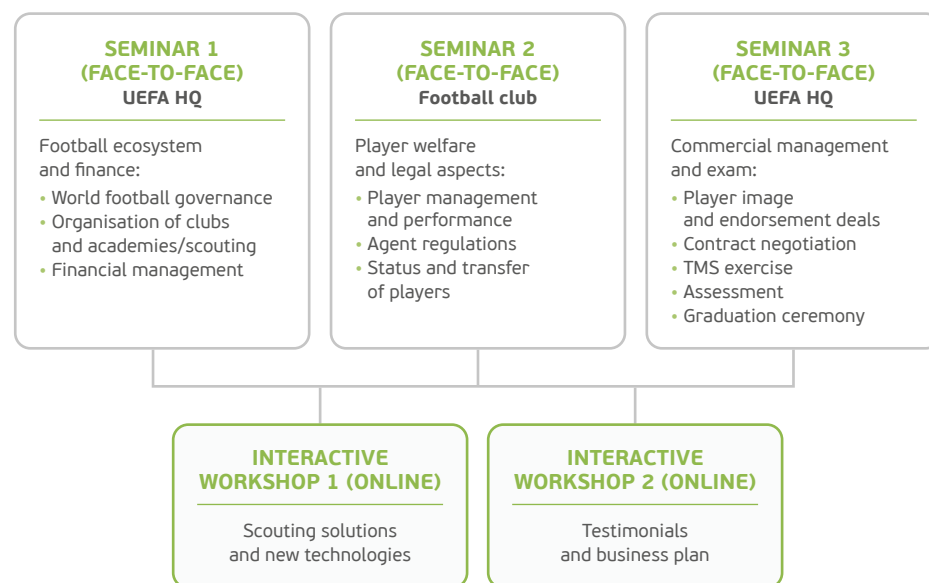
# UEFA Player Agent Programme (UEFA PAP)

The UEFA Player Agent Programme is essential for anyone planning a future as a football agent, even those already working in the field. This unique three-month programme will help you gain state-of-the-art proficiency in managing players with care and ethics, and negotiating and closing deals on behalf of your clients.



## Programme overview

The UEFA Player Agent Programme is an exclusive three-month course designed specifically for current and future agents. The programme features master classes, interviews, case studies and simulations to help you acquire the right skills and expertise for a prosperous career as a player agent. UEFA experts and industry leaders share their insights and knowledge in a series of interactive presentations and workshops. Professional agents and former elite players will share inspiring personal stories of how they successfully managed their careers at the pinnacle of international football. During the programme, you will be given exercises and case studies to help you prepare and optimise your career as an outstanding football agent.



## Takeaways

- Understand the international football ecosystem and governance
- Master the key principles of player management and welfare
- Understand tax issues, budgeting and financial planning
- Understand agent regulations, player status and transfer management
- Learn how to use new technologies to monitor football data and statistics
- Understand the main principles of operational, commercial and time management
- Develop and practise your negotiation techniques
- Understand the ethical challenges of the job

## Testimonial

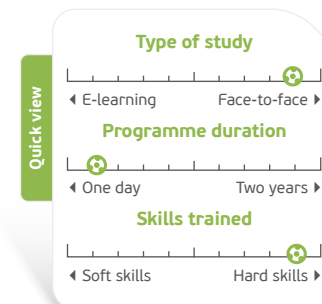


“Working as a football agent requires a variety of competencies: a good technical understanding of the game, negotiation and social skills to deal with clubs, players and parents, legal knowledge to protect players’ interests and strong commercial capacities to optimise their careers. Learning these various aspects of the job takes time, effort, and good advice from experts, which is exactly what participants will find in the UEFA Player Agent Programme.”

■ **Raquel Rosa, International Football Agent**

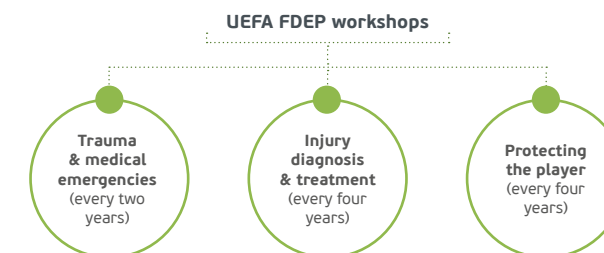
# UEFA Football Doctor Education Programme (UEFA FDEP)

The UEFA FDEP is the leading education programme for medical professionals working in national football 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 providing doctors from all 55 UEFA member associations with 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 support platform containing instructional videos, tests and 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 your 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 programme 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](http://www.thieme.com) or [www.amazon.com](http://www.amazon.com)



## Partner

Royal College of Physicians and Surgeons of Glasgow, Scotland



Contact academy@uefa.ch

Contact medical@uefa.ch

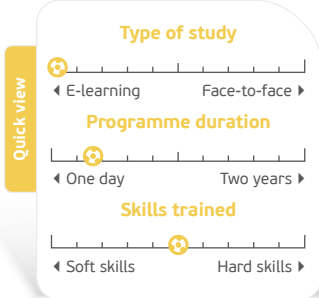


# PROGRAMMES FOR PLAYERS



## UEFA Career Transition Programme (UEFA CTP)

This programme guides professional footballers in their choice of second career



### Who

Professional players willing to prepare for their second career



### When

Once a year, in autumn



### How long

5 days



### Where

Online  
National associations interested in organising a national edition of the programme can contact UEFA



### Price

€1,900



### Number of participants

25



### Certification

Certificate of completion by the UEFA Academy



### Language

English

The UEFA CTP is a unique vocational programme for players who are either reaching the end of their playing career or have recently retired and need to plan for their professional future. It will help you to identify your transferable skills, gain a better understanding of the job opportunities available, and learn how your knowledge and experience can be reapplied.

### Programme overview

The programme features talent tests, self-assessments, interviews, case studies and role play to help you analyse your strengths and personality. UEFA experts will present a variety of professional openings and share their insights and knowledge in a series of interactive presentations. As a highlight of the course, former professional players will share inspiring stories about how they successfully managed their own career transition. At the end of the programme, you will carry out an engaging case study featuring real-life situations so that you can narrow the field. HR experts will also help you identify the next step and draw up a career action plan.



### Takeaways

- Clear view of the career options within football
- Guidance on how to make the right decision
- Key skills and tools to manage your career transition
- Action plan for your life off the pitch

### Testimonials



“I knew I wanted to stay in the football industry after my playing career, but how? What jobs are available for ex-players? What would I be good at? Where do I start? I had all these questions in my mind and the CTP helped me answer most of them in less than a week! I encourage all footballers to think about their future and do the CTP to help them in this phase of their life.”

■ Guyon Philips, ex-professional football player (Netherlands, Iceland)



“The CTP was a great experience for me because preparing for a second career is something that needs support and planning. The programme helped me think about my options and confirm what I already had in mind. Besides, it was fantastic to interact with other players and mentors who knew the process and could give me great advice and motivation.”

■ Claudia van den Heiligenberg, ex-professional football player (Netherlands, Germany)

### Partners

UEFA Assist  
FIFPRO



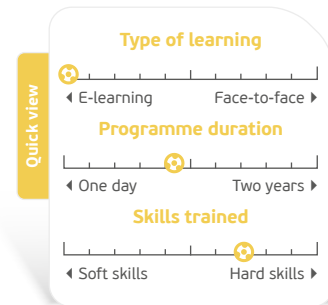
Contact

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



# UEFA Certificate in Football Management – Players’ edition (UEFA CFM)

The UEFA CFM - Players’ Edition is the must-have foundation programme for any active player, coach or referee wanting to pursue a career in football management after their career on the pitch.



## Programme overview

The UEFA CFM – Players’ edition is an adaptation of UEFA’s most successful education programme to meet the needs of active professional football players, coaches and referees. Delivered 100% online, it gives you the opportunity to join this established programme, enhance your knowledge of football management and gain an academic qualification before your professional career comes to an end.

The structure and content of the programme ensures you will enhance your understanding of football management, have access to a range of different resources and become part of an expanding network of international graduates – all of which will contribute to your personal and professional development.

### 10 ONLINE MODULES

- Organisation of world football
- Strategic and performance management
- Operational management
- Football marketing
- Communication, the media and public relations
- Event and volunteer management
- Football and social responsibility
- Women’s football
- Football law
- Football development

### 7 MASTERCLASSES

One per month: Monday afternoon/evening

Each session is based around the content of the online modules as well as management, personal development and player transition.

### MENTORING

Regular one-to-one sessions with an academic mentor to support you during your entire learning journey

## Takeaways

- Gain a comprehensive understanding of the football industry
- Build a foundation in managerial skills
- Acquire knowledge on how to conduct a managerial analysis of a football organisation and provide recommendations for improvement
- Develop a close connection with UEFA
- Obtain an internationally recognised academic certificate in football management delivered by the University of Lausanne, Switzerland

## Testimonials



“It’s really important for footballers to perform well on the pitch, but we also need the opportunity to learn new things and grow as individuals. Unfortunately, our busy schedules do not allow us to attend weekly classes or go to a university campus. The UEFA CFM enables me to complete a university degree in sports management, meet new people and prepare for my second career while continuing to play at the top level.”

■ **Juan Mata, Midfielder, Manchester United**



“The UEFA CFM was the ideal path for me to reconnect with the football industry. The programme has not only enhanced my knowledge of the football industry, but also helped me to develop my network.”

■ **Alain Goma, Defender, Fulham FC (2001-2006)**

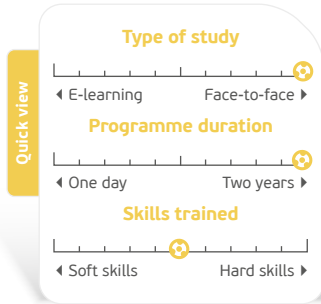


Contact   
[academy@uefa.ch](mailto:academy@uefa.ch)



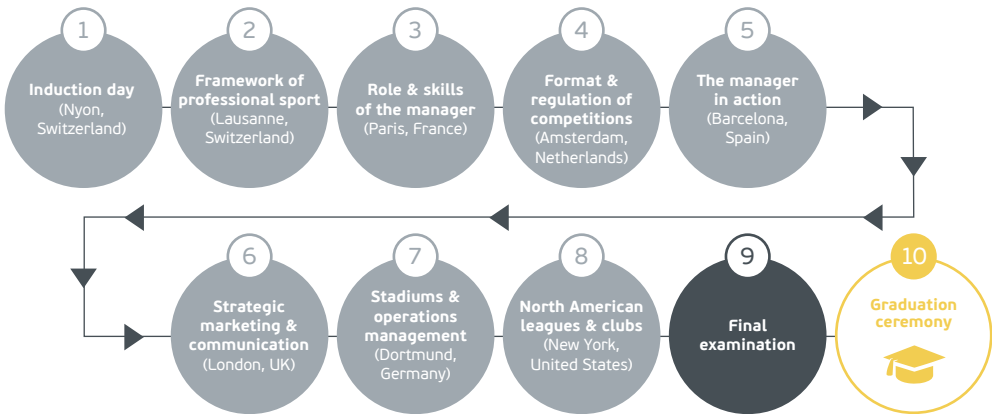
# UEFA Executive Master for International Players (UEFA MIP)

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 international 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, ex-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.



NB: Order and location of the sessions subject to change

## Takeaways

- Confidence to act as a leader within a football organisation
- Key skills to successfully manage a second career as a football administrator
- International network in the sports industry and access to the MIP Alumni Association

## Testimonials



“When I stopped my career as a professional player, I was looking for new challenges. The goal was to find my new professional path. I knew that I had a lot of experience as a leader in a team, but I wanted to increase my skills and knowledge and continue to develop. So the UEFA MIP was the right solution for me! This programme is tailor-made for former players, with a lot of active learning, practical exercises and real-life situations.”

■ Sebastian Kehl, Head of Professional Football, Borussia Dortmund



“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)

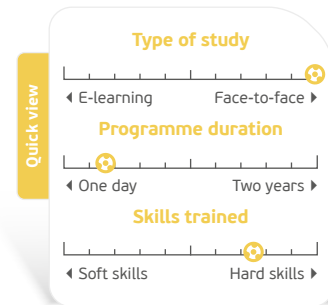
**Academic partners:** CDES, University of Limoges, France; Birkbeck Sport Business Centre, University of London, UK



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

# UEFA Media Consultant compact course (UEFA MC3)

The UEFA MC3 is a foundation programme in media designed specifically for football players wanting to start a new career as media consultants, while building on their experience and image acquired on the pitch.

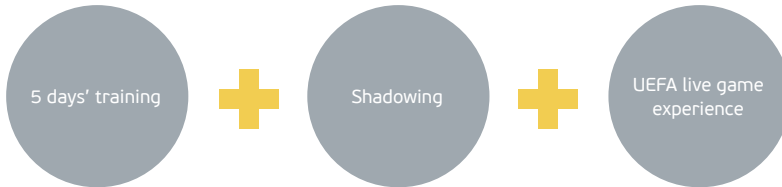


- Who**  
Current or former players wanting to start a new career as media consultants
- When**  
Once a year, in summer
- How long**  
5 days
- Where**  
City hosting a UEFA event
- Price**  
€6,500
- Number of participants**  
20
- Certification**  
Certificate of completion by the UEFA Academy
- Language**  
English

## Programme overview

The objective of the MC3 is to make sure players are ready to start a new career in the media industry and show themselves to their best advantage on screen. It provides a solid technical background in media while also helping transfer football expertise to the job of commenting on and analysing matches. The programme has been developed in cooperation with top UEFA and media experts as well as UEFA broadcast partners and ex-players working in television.

Through lectures, presentations, case studies and live exercises in studios, each participant will have an opportunity to identify their preferred role, acquire the necessary theoretical knowledge, and practice with media professionals before 'going live'. This unique one-week programme is also a fantastic networking opportunity for players and broadcasters with a view to future collaborations.



## Takeaways

- Exhaustive overview of the media landscape and football broadcasting
- Technical knowledge and skills necessary to debut as a TV pundit
- First live experience as a media consultant
- A broader network of media and broadcasting professionals

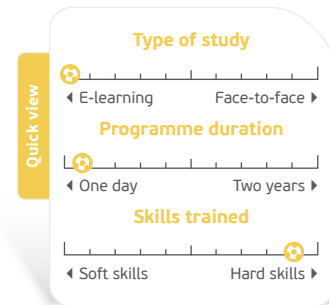
## Testimonials

“Working as a TV consultant is a fantastic way to stay in the football world without having all the constraints of working full-time with a club. It's fantastic to attend different games, shows and events and meet all these experts to talk about our passion for football. There are so many opportunities for players nowadays, but it is also easy to get lost in this new environment. Each player who decides to go for a role in media should properly think about their strategy and tone of voice and make sure they are prepared and trained for the job.”  
■ Patrick Mboma, TV consultant, Canal+

“After finishing my career and working as loan manager for AS Roma, working as a TV pundit was the best way for me to stay active, continue to analyse games, and stay in the spotlight to prepare for the next opportunity. At the beginning, it was not easy for me to find the right position and use the different technical tools to analyse games. Besides, I didn't know where to find the right opportunities and how to charge for my expertise and services. I would have loved to join a one-week masterclass like the MC3 to prepare myself and make sure I was going in the right direction, with the right people.”  
■ Federico Balzaretti, TV consultant, DAZN and RMC Sport

# 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.



- Who**  
Elite players (football and futsal)
- When**  
Throughout the year
- How long**  
25 hours
- Where**  
Online
- Price**  
Covered by UEFA
- Certification**  
Certificate of completion by the UEFA Academy
- Language**  
English

## 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.



## 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 the learning platform via the following link: [www.fmt.uefa.com/course](http://www.fmt.uefa.com/course)

## Testimonial

“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, Director of Sports, Bayer 04 Leverkusen

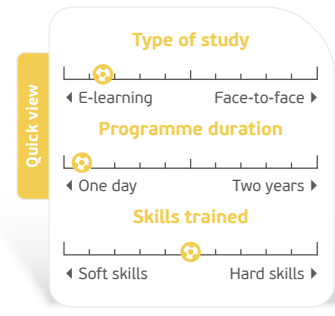
Contact   
[info@uefamip.com](mailto:info@uefamip.com)

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



# 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 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.

National associations, leagues, clubs and players' unions interested in making UEFA For Players accessible to their players can contact UEFA for more information. Dedicated face-to-face or online sessions on specific topics, can also be organised on demand.

The modules can also be discovered via web browser on the UEFA Academy website.



- 8 training modules**
  - My UEFA
  - Anti-Doping
  - My Integrity
  - My Game
  - My Social Fair Play
  - My Second Career
  - My Image
  - My Finances

### Resource centre



## 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

## Access to the course

You can access the app and try the modules via the following link:  
[www.uefaacademy.com/courses/uefa-for-players](http://www.uefaacademy.com/courses/uefa-for-players)

## 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, U19 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](mailto:academy@uefa.ch)



# KNOWLEDGE SHARING & RESEARCH



## UEFA Academy Online

UEFA Academy Online 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

Anyone interested in football  
UEFA Academy graduates and  
staff of the 55 UEFA member  
associations enjoy access to  
additional content



### When

Throughout the year  
The platform is regularly updated



### Where

Online



### Price

Free access



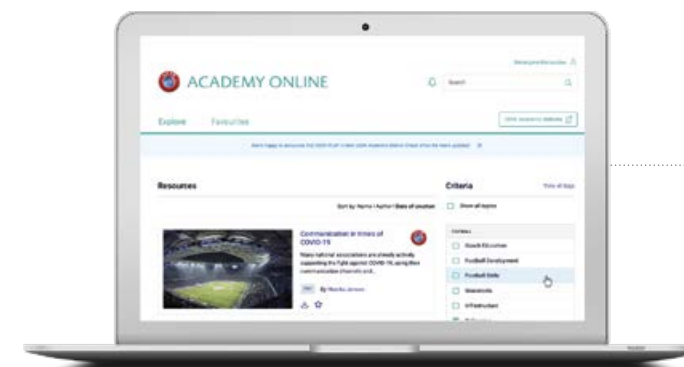
### Language

English

## Platform overview

UEFA Academy Online 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.

The platform is freely accessible without registration for anyone wanting to discover various documents, reports and videos on football management. Advanced access is granted to UEFA Academy graduates and staff of the 55 UEFA member associations. This advanced access unlocks over 1,000 additional resources and newly updated content on the platform.



  
**>2,000**  
resources (regularly updated  
content including videos  
and PDFs)

  
**>150**  
sports and football  
contributors to the platform

**NEW**  
**>20**  
new documents  
uploaded each month

## Access to the platform

Anyone interested in football management can access the platform by following this link:  
<https://academyonline.uefa.com/login>

Advanced access is granted to UEFA Academy graduates and staff of UEFA's 55 member associations.  
Contact [academy@uefa.ch](mailto:academy@uefa.ch) to find out more.

## 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 amongst football administrators

## Testimonial



“UEFA Academy Online is an amazing platform. As working in a football association is new to me, UEFA Academy Online 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, Head Coach of the Cyprus National U17 Team, Cyprus Football Association**

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

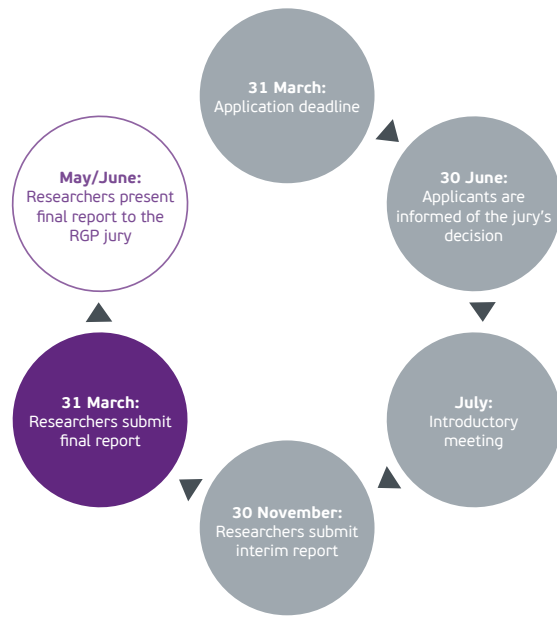


# UEFA Research Grant Programme (UEFA RGP)

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 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, 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 is definitely helping to give a strong boost to the growth of women's football in Italy and further afield. The research has provided analysis and insights into the governance, financial and organisational aspects of clubs promoting the women's game internationally. The final outcomes had 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 Research and Development, Italian Football Association**

# 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.

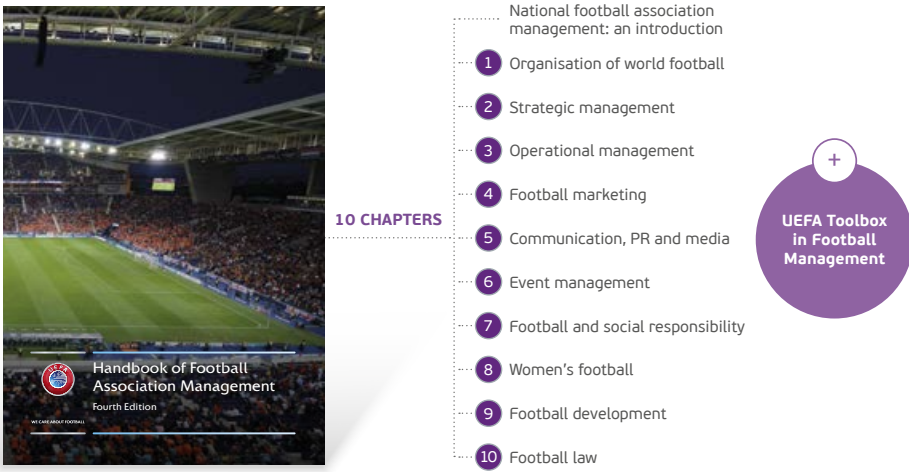
## Handbook overview

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 also a clear illustration of the varying roles and responsibilities that challenge national football associations.

The 4th edition of the HFM was released in July 2021 and contains four new chapters in order to consistently adapt to the evolution of football and its new challenges. The new chapters are: 'Football and social responsibility', 'Women's football', 'Football development' and 'Football law'. Along with these new chapters, the six original chapters have all been updated with new content and examples.

In addition to the UEFA HFM, the UEFA Toolbox in Football Management is an easy-to-use practical folder containing various tools linked to important areas of football management. Inspired by the UEFA Handbook in Football Management, the toolbox has been specifically designed with leading experts to support people throughout their UEFA Academy studies as well in their everyday work. The folder provides a concise overview of different tools, specific examples and the opportunity to develop tools to implement in football organisations. The Toolbox is provided to the participants of the UEFA CFM and is accessible on UEFA Academy Online to all students and graduates of the UEFA Academy.

- Who**  
Anyone interested in the management of national football associations
- Price**  
UEFA HFM: €50  
(UEFA Toolbox not for sale)
- How to order**  
Contact [academy@uefa.ch](mailto:academy@uefa.ch)
- Languages**  
English and French  
National associations may request permission to translate the UEFA HFM into their own language



## 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 football 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.”**

**■ 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 of academic interest

- 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](mailto:academy@uefa.ch)

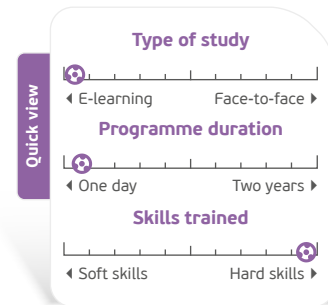
## Contact

[academy@uefa.ch](mailto: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.

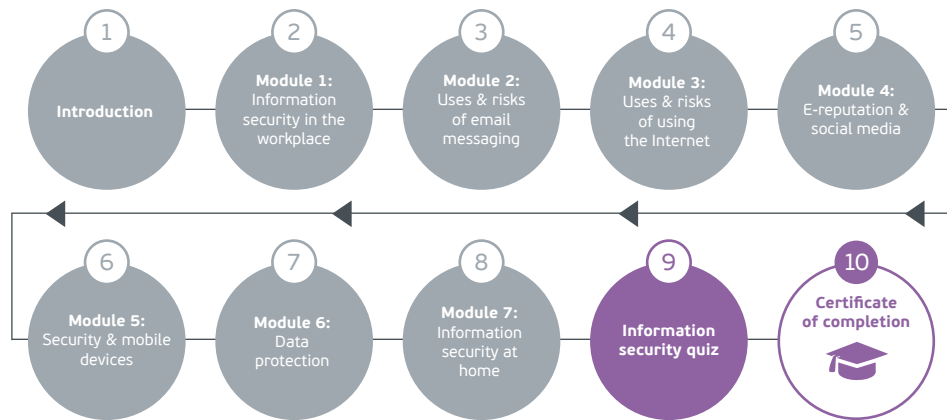


## Programme overview

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.
- In 2021, the average total cost of a data breach increased by nearly 10% to \$4.24 million, the highest ever recorded.
- 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, safe online behaviour and other good practices. 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

## Testimonial



“My colleagues and I found the course very positive and useful. We learned a lot of interesting details about digital security and network security, and many things were discussed within the team. Prior to this course, attitudes towards digital and online security were not always serious. The course made me seriously reconsider my views and look differently at many seemingly ordinary and simple things. When discussing this issue with colleagues, I noticed that their behaviour also changed. In my opinion, based on my personal positive experience, I am absolutely sure that the course will be very useful for all participants who want to take part in it.”

■ Oleg Molceanov, Development Manager, Football Association of Moldova



### Who

Anyone working for a UEFA member association



### When

Throughout the year



### How long

10 hours



### Where

Online



### Price

Covered by UEFA



### Certification

Certificate of completion by the UEFA Academy



### Languages

English, French, German, Portuguese, Russian, Serbo-Croatian (BCMS)

## Contact

Member association IT contact person or [academy@uefa.ch](mailto:academy@uefa.ch)





# ON-DEMAND EDUCATION

## Tailor-made programmes

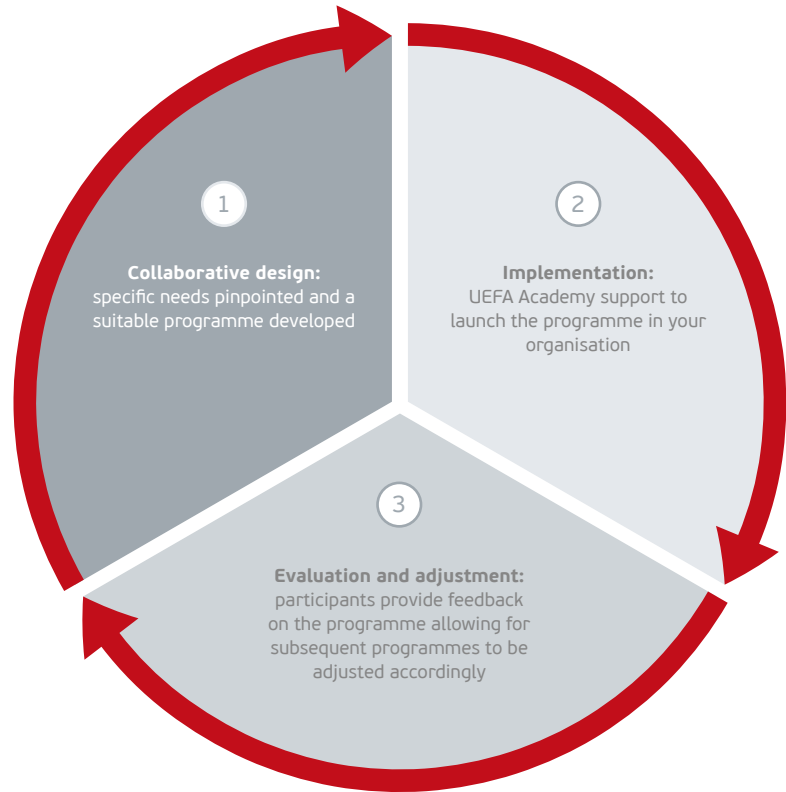
Tailored specifically to your needs, UEFA on-demand education is the best training solution for your organisation.

### 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 your organisation's own objectives. We have experience working with all types of organisations within football, sports and other sports and industries.

The UEFA Academy also offers support to UEFA's 55 member associations in two ways:

- The UEFA Academy provides advice and support to 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. The UEFA Academy can also support the creation of national academies for football administrators by providing guidance, material and cooperation opportunities.
- The UEFA Academy also creates education programmes tailored to the specific needs of national associations and other organisations. The UEFA Academy team examines these needs, creates suitable programmes and helps the organisation to implement them.



### 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
- Access to UEFA's unique expertise and ecosystem: connection with football and events experts, keynote speakers (international players, coaches, etc.) and the possibility of hosting training sessions at the iconic UEFA headquarters

### 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 have developed 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. Through its established 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 Senior Team Executive Programme (STEP), presented below, is one of the programmes created for a UEFA sister confederation. This programme is now part of the UEFA Assist portfolio.



**Who**  
Senior managers



**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**  
25



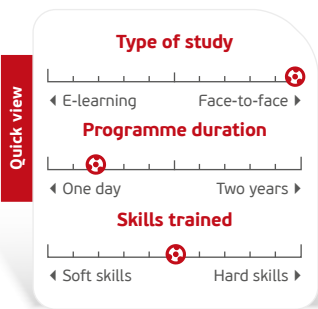
**Certification**  
Certificate of completion by the UEFA Academy



**Language**  
Adapted to the local context

## Senior Team Executive Programme (STEP)

Designed for senior managers of football associations, STEP provides the essential knowledge, tools and networks needed to successfully and strategically manage football associations.



### Programme overview

STEP addresses practical issues faced by senior managers in their daily work. Supported by leading professionals in the football industry and former senior executives 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 participants attending the programme receive a copy of the UEFA Handbook of Football Association Management and of 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 senior managers
- Broader networks
- Practical tools that will positively impact associations
- Full access to UEFA Academy Online, the UEFA Handbook of Football Association Management and the UEFA Toolbox in Football Management

### Partner

UEFA Assist



Contact

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






# ABOUT

## The UEFA Academy in numbers

Over  
  
**3,000**  
graduates

  
**62**  
learning initiatives delivered during the 2020–21 season

Graduates of over  
  
**150**  
nationalities

Over  
  
**50**  
countries visited by our programmes

Over  
  
**2,000**  
documents available on our online platform: UEFA Academy Online

**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 development programmes in sport. Education and knowledge sharing are two of the pillars of the UEFA HatTrick programme, the third being investment, through 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. By 2024, HatTrick will have channelled a cumulative €2.6 billion into projects across the continent, as its fifth cycle (2020–2024) foresees a redistribution of €775.5m to UEFA's member associations. This represents an increase of almost 30% from the €610.5m available for HatTrick IV (2016–2020).

Through the UEFA HatTrick programme, UEFA member associations can receive:

- **Investment funding:** All UEFA member associations are entitled to apply for funding that aims to develop and improve football in general. The programme is renewed in cycles of four years, following a UEFA EURO Championship. Each association receives the same amount of financial support regardless of its size or location. National association projects must help develop football, be within their respective territories, be tailor-made to suit their individual needs, be of strict common interest to the football community and have a clear sporting, functional and educational purpose.
- **Annual incentive funding:** This funding aims to help national associations to cover their running costs and travel expenses of national teams, and to develop a range of other football areas and activities such as:
  - 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
  - Implementing anti-match-fixing and integrity activities





ABOUT

The UEFA Academy Alumni Association in numbers

Over  
3,000  
graduates

Over  
60  
countries

7  
board members



UEFA Academy Alumni Association (AAA)

The UEFA Academy Alumni Association is an actively engaged and forward-looking community of over 3,000 graduates from UEFA Academy programmes worldwide. The AAA aims to create value for all UEFA Academy Alumni, in addition to fostering a thriving association composed of sport industry professionals working across associations, clubs, leagues and other stakeholders.

Scope and objectives

The UEFA AAA represents the interests of an international community of alumni who have successfully completed UEFA Academy programmes.

At its core, AAA membership represents a lifelong association with UEFA Academy, a thriving alumni community, and access to an unmatched network across football. Graduation marks the beginning of your alumni journey – and unlocks a series of invaluable experiences. These include:

- Virtual and in-person alumni engagement opportunities
- Access to industry experts, former international footballers and key decision makers
- Networking and mentoring events
- Expert seminars, panel discussions and featured keynote speakers
- The UEFA AAA Summit

AAA activities

- Networking events
- Alumni gatherings
- Online workshops
- Mentoring scheme
- And many more activities to come!

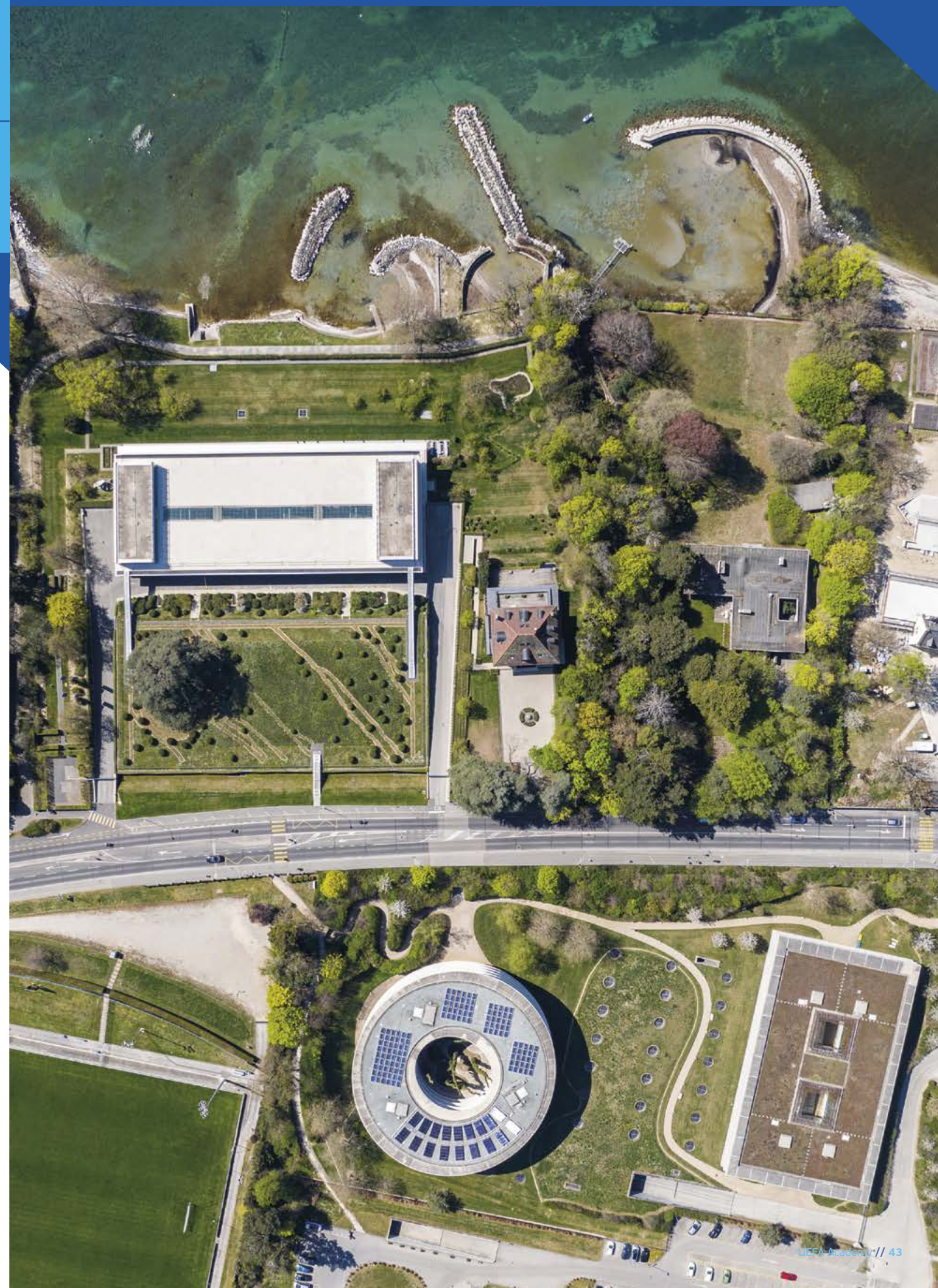
AAA board

The board is composed of seven members, each of them responsible for a different area of the alumni community:

- 👤 **President** – Joao Fonseca (UEFA CFM)
- 👤 **Secretary general** – Sid Kohli (UEFA CFM)
- 👤 **Treasurer** – Balazs Nemcsik (MESGO)
- 👤 **VP marketing** – Diana Pirciu (UEFA CFM, UEFA DFLM)
- 👤 **VP communications** – Andrea Pizatti (WFLP)
- 👤 **VP events** – Bianca Rech (UEFA MIP)
- 👤 **VP alumni relations** – David McArdle (UEFA CFM, UEFA DFLM, UEFA FSR compact course)

Contact

alumniassociation@uefaacademy.com





# Contact us

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

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