



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's headquarters and at some of the most iconic facilities, our programmes will take you to the heart of European sport. Thanks to partnerships with leading 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. Our 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** will 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** ensures that, no matter where they are in their careers, everyone working in football has the opportunity to develop the skills and knowledge they need to continuously elevate the game.

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CALENDAR OF ACTIVITIES

	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
UEFA Certificate in Football Management													
UEFA Diploma in Football Leadership and Management													
Executive Master in Global Sport Governance													
Women in Football Leadership Programme													
Innovation in action													
UEFA Football Law Programme													
UEFA Football and Social Responsibility compact course													
UEFA SLO Education Programme													
UEFA Elite Scout Programme													
UEFA Player Agent Programme													
Fight The Fix: an anti-match-fixing education programme													
UEFA Career Transition Programme													
UEFA Certificate in Football Management – Players' edition													
UEFA Executive Master for International Players													
UEFA Media Consultant compact course													
UEFA Financial Management Training													
UEFA For Players													
UEFA Academy Online													
UEFA Research Grant Programme													
UEFA Cybersecurity and GDPR course													
Senior Team Executive Programme													
UEFA Financial Management compact course													

Management programmes

Programmes for specialists

Programmes for players

Knowledge-sharing and research

On-demand education

Available all year long



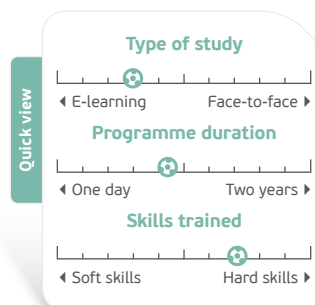
UEFA Academy

MANAGEMENT PROGRAMMES



UEFA Certificate in Football Management (UEFA CFM)

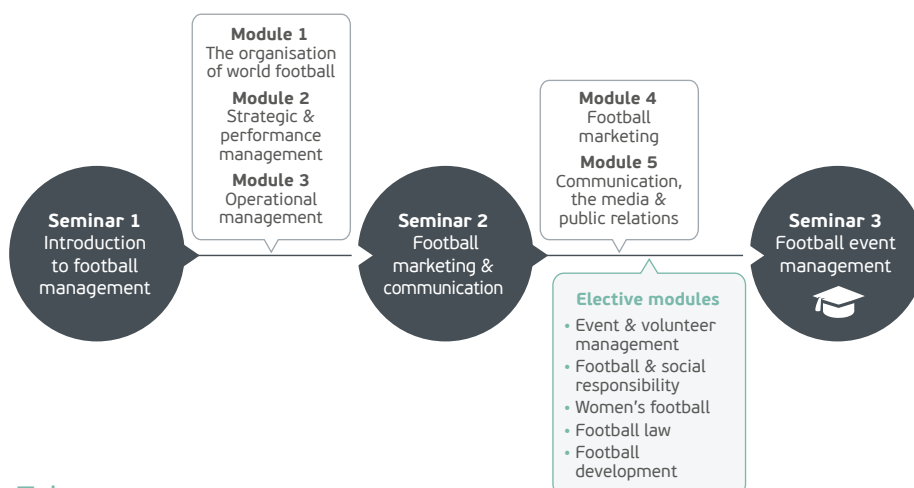
The UEFA CFM is the must-have foundation programme for anyone working in a football organisation who wants to gain a comprehensive understanding of how the game is managed.



Programme overview

The UEFA CFM is a blended-learning programme, involving face-to-face seminars, online learning modules and written academic assignments. The programme gives a 360-degree overview of the management of a national football association. 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

- A comprehensive understanding of the football industry
- Reinforced managerial skills
- A managerial analysis of a football organisation of your choice and provide recommendations for improvement
- A global network in the football industry

Testimonials



“The UEFA CFM programme has been instrumental in the development of my work 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 & Commercial, LaLiga SA**



“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 a 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 - Match & Event Manager, Royal Belgian Football Association**

Partner

IDHEAP, University of Lausanne, Switzerland



Who

People working in or connected to the football industry



When

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



How long

9 months
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

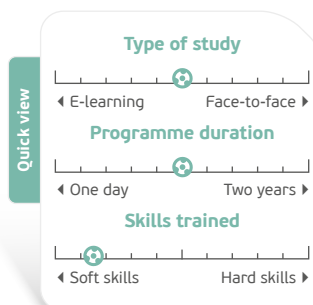
English

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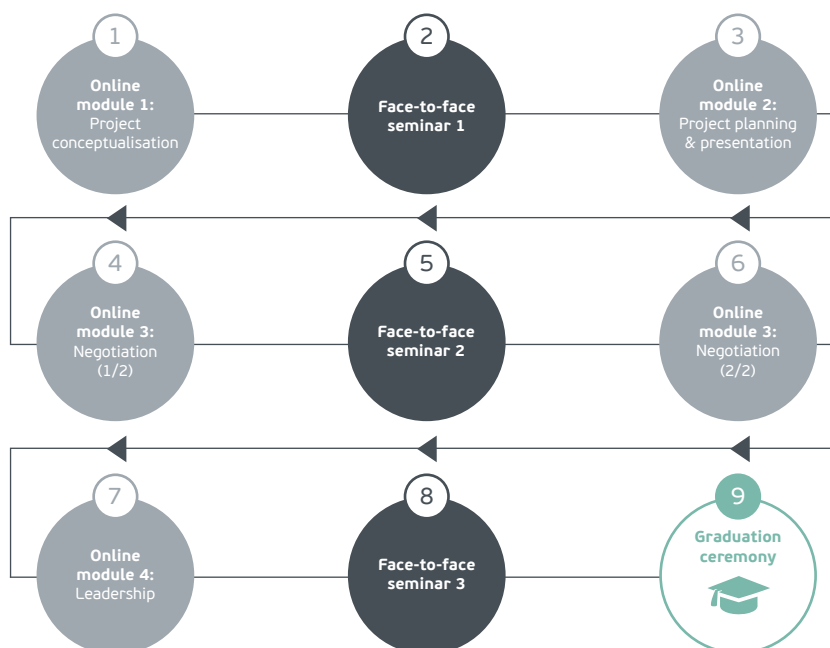
UEFA Diploma in Football Leadership and Management (UEFA DFLM)

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



Programme overview

The UEFA DFLM has been designed with the intention of enhancing participants' knowledge and abilities in leadership and management. Its emphasis is on strengthening and refining the soft and hard skills needed to succeed in an influential role in the sports industry. A key part of the DFLM is the development and implementation of individually selected projects of strategic importance to the participants' organisations. The four key areas of the curriculum are project conceptualisation, project planning and presentation, negotiation, and leadership.



Takeaways

- A strategic project for your own organisation that can be implemented
- Key skills facilitating complex, strategic project implementation within your organisation
- Improved soft skills in relation to leadership and complex negotiation
- The capacity to present with impact, both orally and in writing
- 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 Piriciu, 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, I feel that 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 become stronger.”

■ Farai Hallam, Academy Support Manager, Premier League

Partner

IDHEAP, University of Lausanne, Switzerland



Who

Managers in leading positions at sports organisations



When

Once a year, in winter



How long

12 months



Where

Switzerland



Price

€8,500



Number of participants

24



Academic certification

For holders of a UEFA CFM: Diploma of Advanced Studies (DAS), 30 ECTS credits

If no UEFA CFM: Certificate of Advanced Studies (CAS) in Football Leadership, 20 ECTS credits



Language

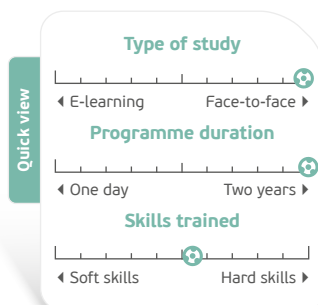
English

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Executive Master in Global Sport Governance (MESGO)

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



Programme overview

MESGO is an exciting international master's programme that combines a multidisciplinary approach to learning with an in-depth analysis of the legal, political and economic hot topics in sport. It addresses the global issues faced by sports organisations today, such as the specificity of sport, competitive balance, commercial rights, the prevention of match-fixing, anti-doping, the need to foster participation, social responsibility, the need to innovate, and good governance. The course consists of 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: The order and location of the sessions are subject to change

Takeaways

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

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)

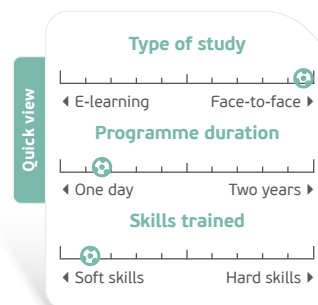


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info@mesgo.org

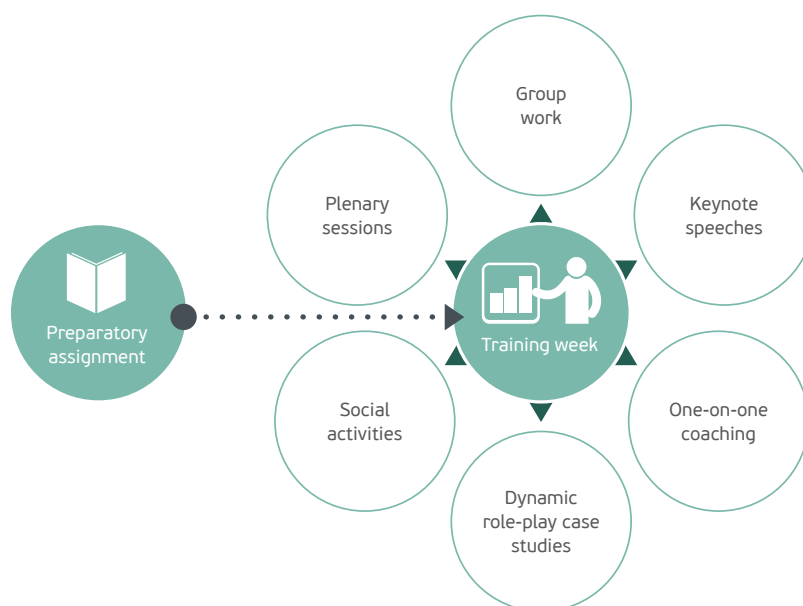
Women in Football Leadership Programme (WFLP)

The WFLP offers a powerful leadership training week to support the careers of women in a position 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 organisations or who 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

- 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
- An expanded your network and strong links with women working in positions of authority in football or ready to step into leadership roles
- More 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

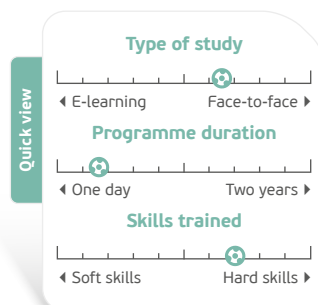
FIFA
IMD Business School, Lausanne, Switzerland



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Innovation in Action

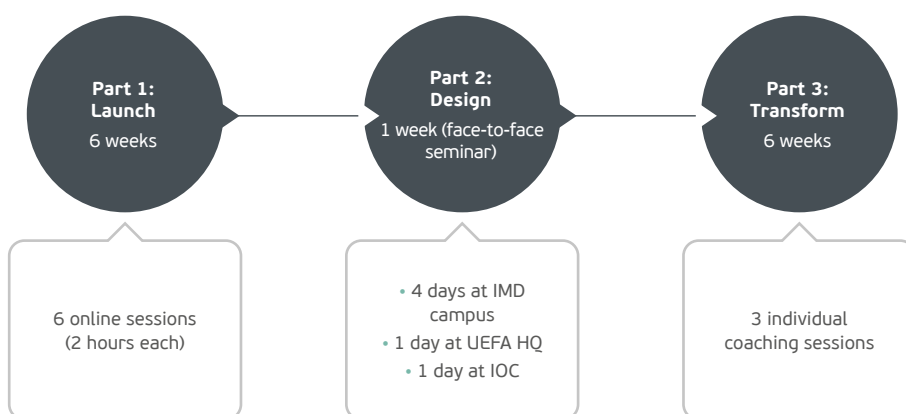
Master innovation through real-world application: reinventing the fan experience in sports and entertainment.



Programme overview

This programme explores innovation, entrepreneurship and leadership to equip senior management in sports organisations with all they need to know to lead innovation and drive change within their organisations.

Delivered by leading experts, the content provides participants with industry case studies and an understanding of design thinking and key innovation frameworks, such as innovation parkour, and of how to create action plans for their own organisations. They will also have the opportunity to pitch their own innovative ideas. The course includes working on a real-world challenge and exploring innovative ways to rethink customer journeys during and after major sporting events.



Takeaways

- A full understanding of an innovation and design-thinking approach
- Insight into innovation best practices within and outside the sports industry
- How to improve your own leadership style and effectiveness
- Shared lessons from participants' own experiences and how to implement a concrete action plan
- Develop a global network of participants similarly looking to drive innovative within their organisations

Testimonials



“Many organisations tell us they want to be fast and agile and reinvent the value they bring to business and society, but game-changing courses are hard to come by. Most executives struggle to define what it means to be truly innovative. And they want tools that will help them keep up with the rapid pace of change in their business environments.”

■ **Cyril Bouquet, Professor Innovation & Strategy, IMD Business School**



“An excellent interactive programme on innovation that uses a variety of teaching methods – group work, workshops, online classes and coaching. There is a good selection of teachers and a mixture of participants working in different sectors, which helped me to expand my horizons and knowledge. It is an engaging programme and I highly recommend it.”

■ **Serghei Bacari, Head of Marketing, Football Association of Moldova**

Partners

International Olympic Committee
IMD Business School, Lausanne, Switzerland
UEFA Innovation Hub



Who

Senior managers in sports organisations, individual entrepreneurs



When

Once a year, in autumn



How long

3 months



Where

6 weeks live virtual (2h per week online), 1 week face-to-face, 6 weeks of coaching sessions



Price

€8,900 (CHF 7,000 negotiated price for staff of UEFA member associations)



Number of participants

35



Academic certification

Certificate of completion from IMD Business School



Language

English

Contact

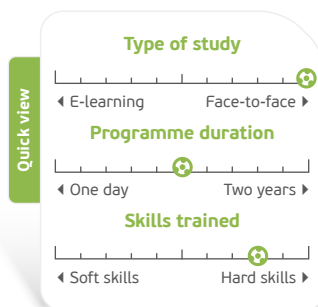
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PROGRAMMES FOR SPECIALISTS



UEFA Football Law Programme (UEFA FLP)

The UEFA FLP brings together specialists handling legal issues within the industry who would like to deepen their understanding of football law and bring their knowledge up to date.



Programme overview

The UEFA Football Law Programme (UEFA 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 UEFA 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; European Leagues; Fédération Internationale des Associations de Footballeurs Professionnels (FIFPro)

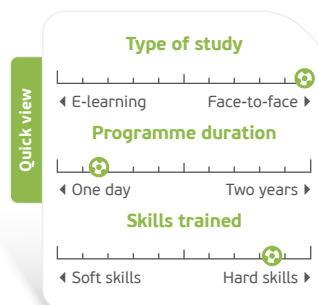


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UEFA Strategic Communications compact course

The UEFA Strategic Communications compact course is an exclusive programme designed for communications executives committed to 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 communication strategies for your organisation
- Tools to identify internal and external challenges and to design crisis management strategies
- Best practices to incorporate modern communication tools into your organisation's daily work
- Vision to think beyond sport and football, aligning objectives to sustainability goals
- Network of fellow communications professionals working in or in connection with sport

Testimonials



“It was a fantastic professional experience. An intense and challenging course, with engaging and dynamic sessions and speakers: a great chance to learn with and from the best.”

■ António Magalhães - Director, Media and People Division, Portuguese Football Federation



“The course was well structured, allowing us to process large volumes of information in a short time. I got valuable insights both from top experts and from fellow participants. Through case studies and group work I took home the key do's and don'ts for an effective communication strategy.”

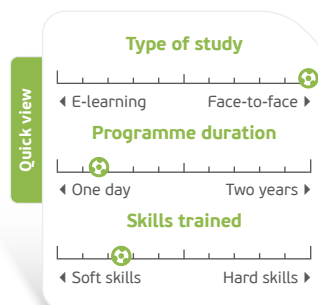
Vijay Michael Raj - Chief Reporter, Supreme Committee for Delivery & Legacy - FIFA World Cup 2022

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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.

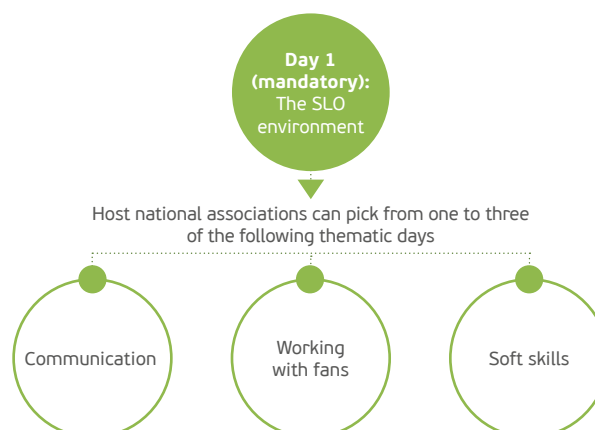


Programme overview

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 Russian Football Union 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 Shiryaev, Senior Expert, Safety and Security Department, Russian Football Union**



“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 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, R. Standard de Liège**

Partner

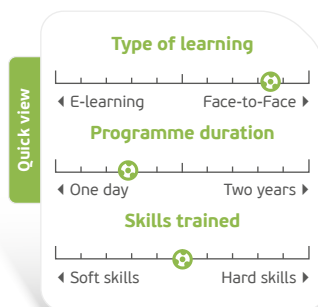
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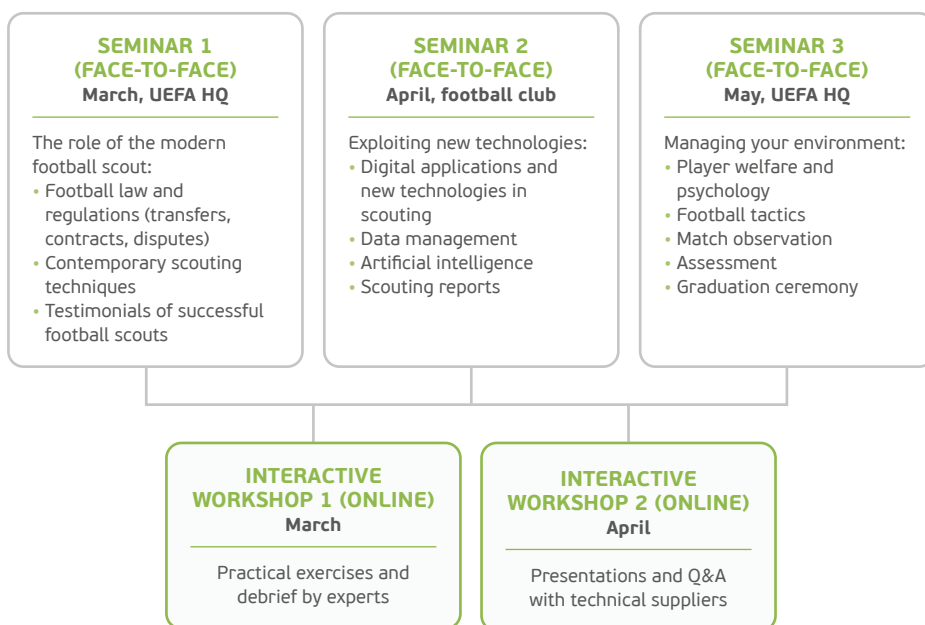
UEFA Elite Scout Programme (UEFA ESP)

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



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

- Deeper understanding of the international football ecosystem and its governance
- Key principles of scouting and match observation: talent identification, analysis and recruitment management
- Learn how to produce various types of match report (text, animations, videos)
- Familiarise yourself with technologies used to monitor football data and statistics and discover the latest innovations in this fast-changing sector

Testimonials



“In the world of scouting, there are different types of profile and expert. 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 and 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.”

■ **Leslie Reed, Programme Director**



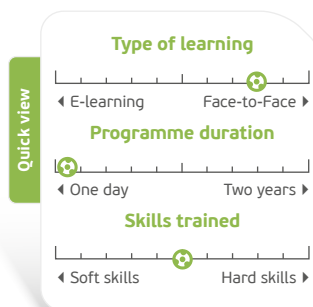
“In recent years, professional teams have been investing more and more money in young talent in order to gain sporting and financial success. As a sporting director, it is absolutely crucial to make the right decisions when recruiting a new player. The new scouting and talent identification tools that have been developed over the last two decades can give us more relevant information and reduce the risk of mistakes. It is therefore very important for our scouts to know about these new tools and how to master them.”

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

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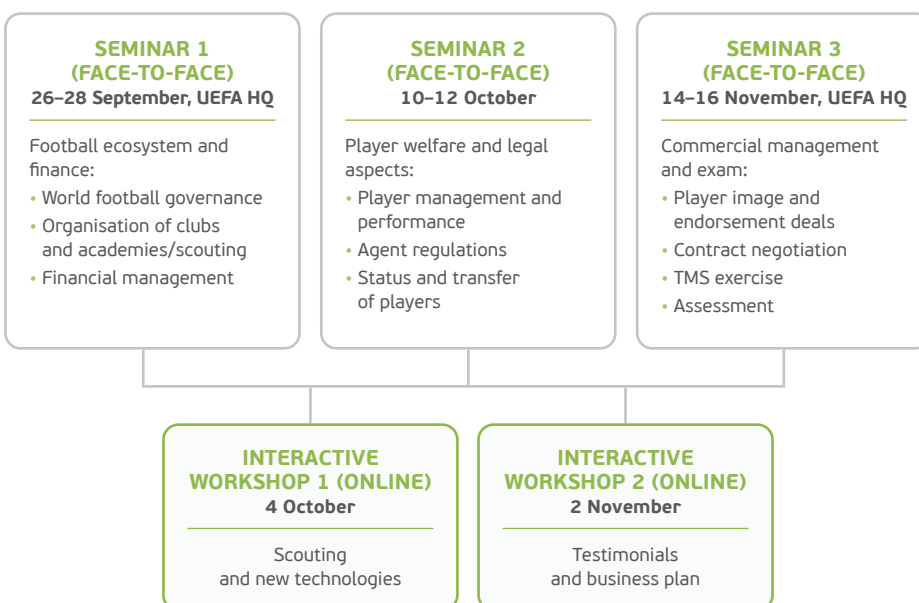
UEFA Player Agent Programme (UEFA PAP)

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 in a thoughtful and ethical way, 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 masterclasses, 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

- Deeper understanding of the football ecosystem and governance
- Key principles of player management and welfare
- Understanding of tax issues, budgeting and financial planning
- Understanding of agent regulations, player status and transfer management
- Use of new technologies to monitor football data and statistics
- Main principles of operational, commercial and time management
- Negotiation techniques
- Understanding of 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**



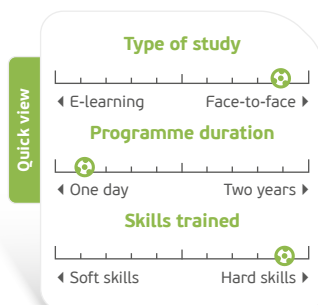
“Sport and society are evolving fast, and sports agents need to adapt to meet the challenges. It is therefore important for major sports organisations like UEFA to offer high-level education programmes for current and future agents.”

■ **Bouna Ndiaye, NBA agent (CEO of Comsport)**

Contact 
academy@uefa.ch

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



“I attended the first UEFA-organised FDEP in 2012 and have been running the cascaded workshops in the Netherlands since 2013 biannually. The workshop has been a great integration into the KNVB to train the medical team into key aspects of football medicine. The theory and hands on structure of the course is very extremely well-received by the participants. We run this course twice per year in order to give the team physicians the chance to refresh their memory.”

■ **Edwin Goedhart, Chief Medical Officer, Royal Netherlands Football Association**



“Here in Wales and the UK, there is a huge demand for this level of pitch-side trauma course, firstly, from healthcare professionals currently working in football but also from graduating healthcare professionals seeking employment in the game. The FAW has, to date, cascaded over 30 FDEP Workshop 1's and all have been well received, and the demand continues to increase. Player welfare is paramount and the UEFA FDEP workshops are helping to ensure that this is maintained.”

■ **Sean Connelly, Medical Services Manager & Lead Physiotherapist, Football Association of Wales**

UEFA Encyclopedia of Football Medicine

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



Partner

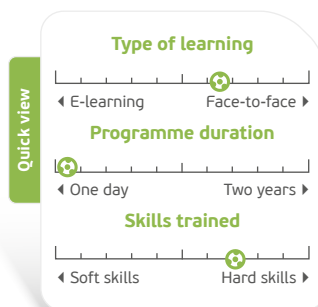
Royal College of Physicians and Surgeons of Glasgow, Scotland



Contact 
academy@uefa.ch

Fight The Fix: an anti-match-fixing education programme

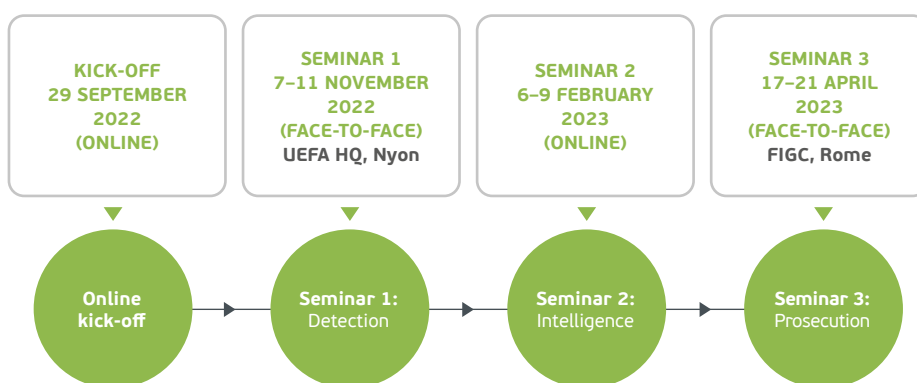
The Fight The Fix programme (UEFA FTF) equips professionals involved in fighting match-fixing with the knowledge, tools and skills needed to gather intelligence, lead investigations and assist in prosecution proceedings.



Programme overview

The UEFA FTF programme is a unique training opportunity for professionals working in the field of anti-match-fixing, focusing on the competencies required to lead investigations and prosecute those involved. As well as providing participants with an in-depth knowledge of the phenomenon, the latest developments and monitoring tools, it also addresses the conditions and procedures of investigation and prosecution, from A to Z.

To develop capacities and strengthen relationships, the programme is also open to and beneficial for representatives of other institutions involved in the fight against match-fixing, such as public and law enforcement authorities and other sports organisations. The programme is designed to accommodate different profiles and backgrounds, taking into consideration differences and synergies among the participants when organising group work and activities.



Takeaways

- Analytical and technical skills and intelligence-gathering and investigation (I&I) capabilities needed to successfully identify, investigate and prosecute match-fixing cases
- Key tools and methodologies used in detecting and assessing suspected match-fixing
- Guidance on analysing data collected from a wide range of sources
- Best practices for information sharing and storage
- Skills needed for effective witness inquiry management, investigative report writing and hearing preparations
- Knowledge of how to collate sufficient admissible evidence to go to sports courts
- Skills to work effectively alongside public authorities and law enforcement

Testimonial



“Integrity is essential in sport. The UEFA FTF programme strengthens the fight against the manipulation of sports competitions. Through targeted education, including the powerful legal framework of the Macolin Convention, you will be in better position to combat match-fixing. Learning and sharing knowledge are essential when it comes to countering the phenomenon and the fixers. Be part of the change!”

■ Sophie Kwasny, Head of the Sport Division, Council of Europe



“The UEFA FTF programme is a unique opportunity for professionals involved in combating match-fixing to hone their skills and make a difference in their field of expertise. Under the guidance of leading anti-match-fixing experts, participants will master real-world tools, strategies and processes that will enable them to make a real and positive impact on the fight against match-fixing globally. Don't miss it!”

■ Vincent Ven, Head of Anti-Match-Fixing, UEFA

Partner

University of Lausanne's School of Criminal Justice



Who

Integrity officers and representatives of institutions involved in fighting match-fixing, such as public and law enforcement authorities, and sports organisations



When

Every second year; first intake starts in September 2022



How long

Three one-week sessions over seven months



Where

One face-to-face seminar at UEFA HQ in Nyon
One online seminar
One face-to-face seminar at FIGC in Rome



Price

€4,900



Number of participants

24 (maximum)



Certification

Certificate of completion awarded by the UEFA Academy and the University of Lausanne



Language

English

Contact

academy@uefa.ch

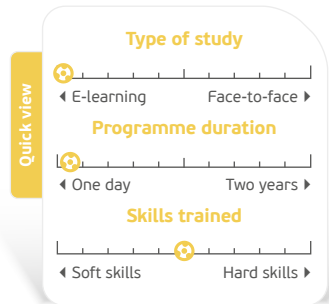


PROGRAMMES FOR PLAYERS



UEFA Career Transition Programme (UEFA CTP)

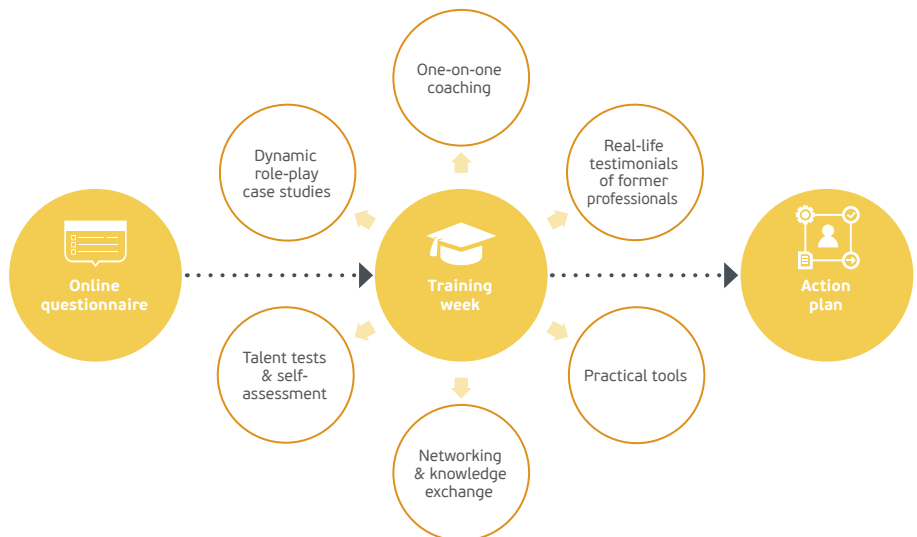
This programme guides professional footballers in their choice of second career.



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.”

■ **Morgan Schneiderlin, professional football player (France)**

Partners

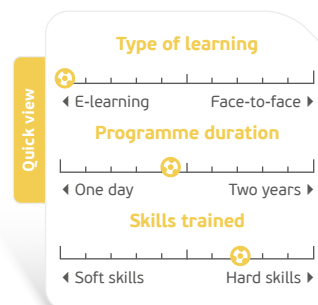
UEFA Assist
FIFPRO



Contact 
academy@uefa.ch

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

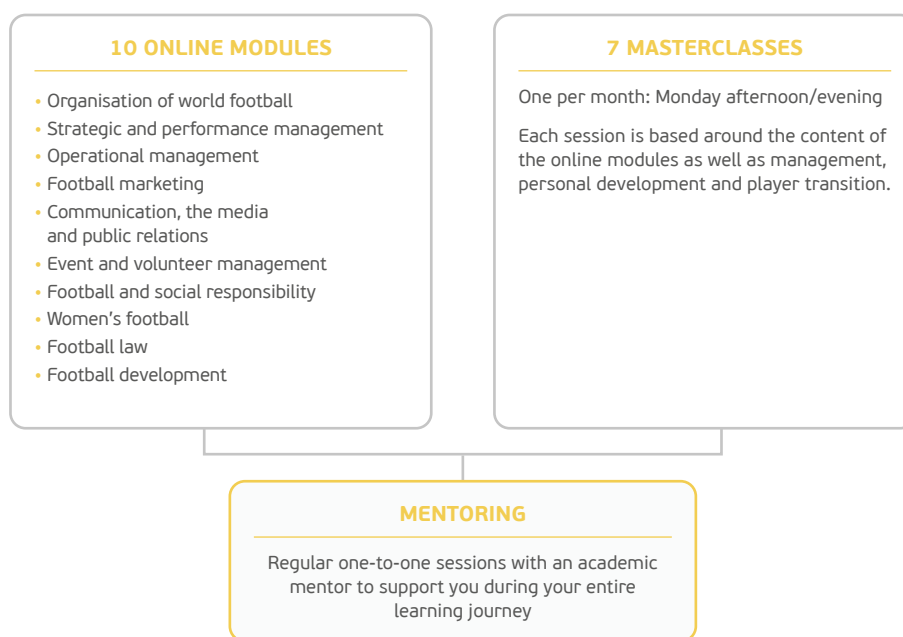
The UEFA CFM - Players’ Edition is the must-have foundation programme for any active player, coach or referee wanting to pursue a career in football management after their career on the pitch.



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 that 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.



Takeaways

- A comprehensive understanding of the football industry
- A foundation in managerial skills
- Knowledge of how to conduct a managerial analysis of a football organisation and provide recommendations for improvement
- A close connection with UEFA
- 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 qualification 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



“I wanted to deepen my knowledge of management and specialise it for football. As I still play in Spain, it would have been impossible to participate in the face-to-face edition, so I took the opportunity to participate in the first ever CFM for players, which also allowed me to meet new people.”

■ Gaëlle Thalmann - Goalkeeper, Real Betis Balompié

Partner

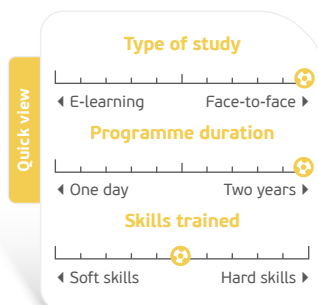
IDHEAP, University of Lausanne, Switzerland



Contact 
academy@uefa.ch

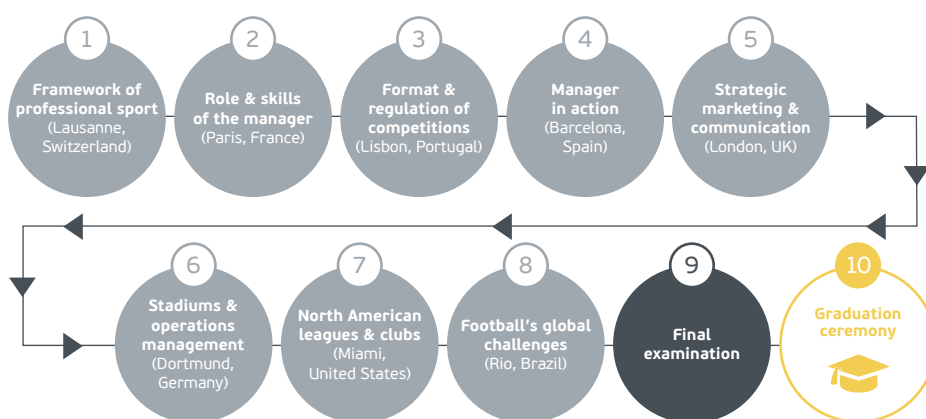
UEFA Executive Master for International Players (UEFA MIP)

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 and eighth held in the USA and Brazil 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, Sporting Director, Borussia Dortmund



“The UEFA MIP is a great opportunity to have a broader view of the football industry, debating on various matters with qualified people, who deeply understand the issues related to the sport we love so much. A unique and unforgettable experience, being with a group of people with different perspectives and viewpoints that made me both reflect on breaking paradigms and challenge myself to always seek improvement. The quality of the people we have contact with during the programme, and of course the face-to-face meetings in different cities, different countries and with different topics all related to our passion for football, makes the MIP unique.”

■ Ricardo “Kaka” Leite, UEFA MIP III

Partners

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

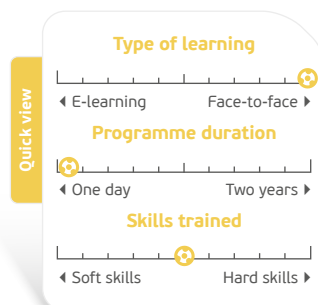
Academic partners: CDES, University of Limoges, France; Birkbeck Sport Business Centre, University of London, UK



Contact 
academy@uefa.ch

UEFA Media Consultant compact course (UEFA MC3)

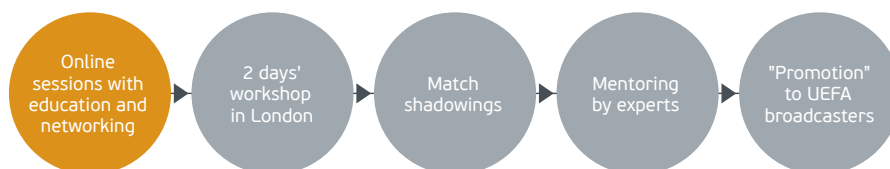
The UEFA MC3 is a foundation programme in media designed specifically for football players wanting to start a new career as media consultants, while building on their experience and image acquired on the pitch.



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

- Advanced 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
- Broader network with media and broadcasting professionals

Testimonials



“Working as a TV consultant is a fantastic way to stay in the football sector 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. Any player who decides to work in media should properly think about their strategy and tone of voice and make sure they are prepared and trained for the job.”

■ **Luis García, CEO, LG Sports Nation**



“Even after playing more than 100 professional matches and representing England internationally, it was a challenge for me to work as a TV pundit. But it was a great way for me to stay involved in the game while transitioning from the pitch into a sporting director role. I really enjoyed working on those matches, travelling to the venues and analysing the games, so I hope more and more female footballers will have a chance to take on similar roles in the near future.”

■ **Eniola Aluko, football executive, commentator, and former professional player**



“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. In 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 UEFA Media Consultant compact course 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**



Who

Former professional players with a previous experience as Media Consultants



When

Every two seasons



How long

One season



Where

Online
London
European stadium



Price

TBC



Number of participants

11 participants for the first edition



Academic certification

Certificate of completion by the UEFA Academy



Language

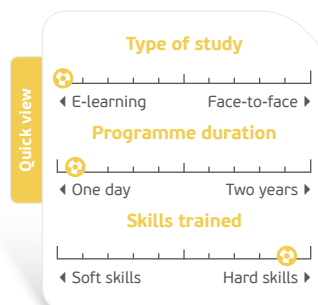
English

Contact

academy@uefa.ch

UEFA Financial Management Training (UEFA FMT)

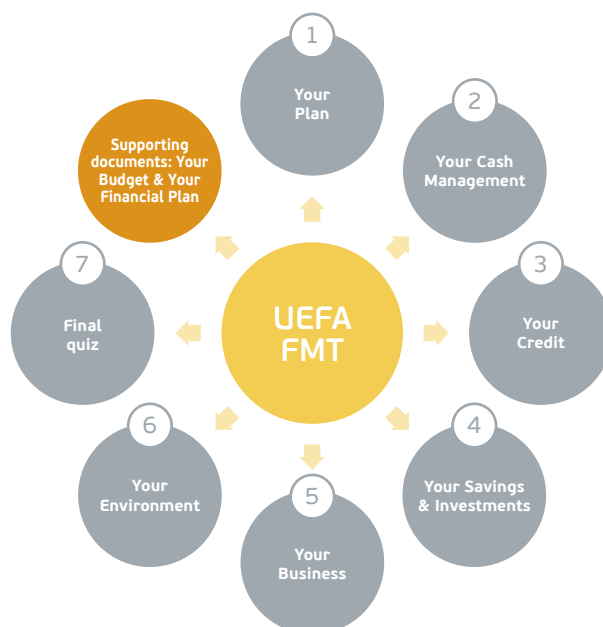
The UEFA FMT is an online platform offering practical tools and knowledge to elite players, putting them in the driving seat when it comes to their finances and financial future.



Programme overview

The UEFA FMT is an e-learning platform designed to train football and futsal players in financial management. Over the course of seven modules, the participants will acquire the knowledge needed to manage their finances, take informed decisions and plan for the future. The programme covers the basic principles of finance, such as cash management, credit, savings and investments, and provides a comprehensive introduction to entrepreneurship.

With the help of two supporting documents that participants complete and update throughout their learning experience, the UEFA FMT is designed to help players take immediate control of their finances and their financial future. The e-learning platform offers real-life examples to ensure that the skills and knowledge acquired can be swiftly transferred and applied.



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

Testimonial



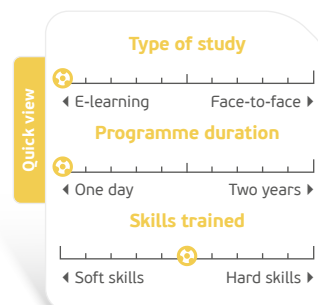
“Understanding how your finances work is essential in a football player’s life. The UEFA Financial Management Training offers players the keys to mastering the basics of financial management and the tools to manage their finances on a day-to-day basis as well as plan in advance. I think it is very important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

■ Simon Rolfes, Managing Director Sports, Bayer 04 Leverkusen

Contact 
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' of football and career management knowledge at the touch of a screen. It features 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.

The modules can also be discovered on a web browser via 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

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 of UEFA to introduce an app that can help players make key decisions at different stages of their careers.”

■ Nuno Gomes, High Performance Specialist, FIFA

Contact 
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

Accessible all year round and regularly updated



Where

Online



Price

Free access

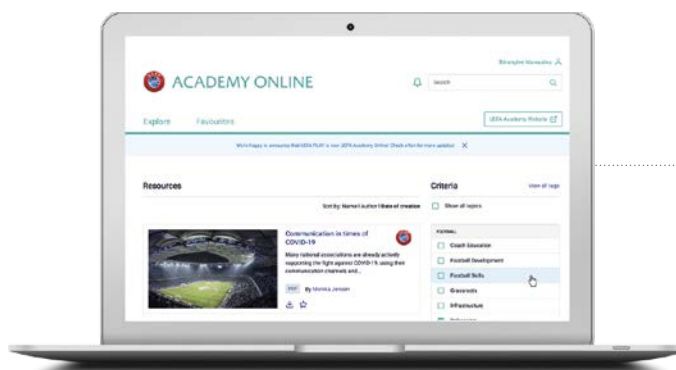


Language

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 in the form of documents, reports and videos.



2000+

resources (regularly updated content including videos and PDFs)



150+

sports and football contributors to the platform



20+

new documents uploaded each month

Access to the platform

The platform is freely accessible without registration for anyone interested in football management via this link: <https://academyonline.uefa.com/login>

Advanced access is granted to UEFA Academy graduates and staff of UEFA's 55 member associations. This advanced access unlocks over 1,000 additional resources and newly updated content on the platform. Contact 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 various benchmarks. I feel like I have an excellent mentor by my side at all times.”

■ Constantinos Charalambides, head coach of the Cyprus' national U17 team, Cyprus Football Association

Contact 

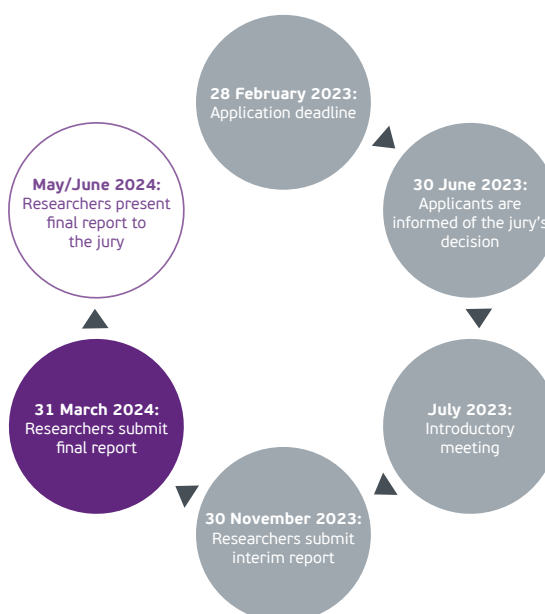
academy@uefa.ch

UEFA Research Grant Programme (UEFA RGP)

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

Programme overview

The UEFA RGP was established to support visionary research into European football. It is aimed at anyone working on, or already holding, a PhD that involves analysing European football from any one of a variety of academic disciplines. Grant applicants must submit a recommendation letter from a UEFA member association, thus ensuring that their project is undertaken in line with contemporary issues and has the highest practical value possible. In order to foster cooperation between national associations and European universities, up to three researchers based in the territories of three different national associations can submit joint applications. Once completed, the research is shared with the 55 UEFA member associations and is used for growth and development purposes.



Takeaways

- Opportunity for researchers to conduct their research in the best possible conditions
- Access to both funds and data (from national associations and UEFA)
- 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 the 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 research programme, 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 about 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 Federation in 2018 definitely helped to give a strong boost to the growth of women’s football in Italy and further afield. The research provided analysis and insights on governance, financial and organisational aspects for clubs working to the women’s game internationally. The findings had great strategic relevance and were instrumental in the definition of guidelines to further develop the sport. The research also evaluated the potential benefits of integrating women’s clubs into professional men’s clubs.”

■ Niccolò Donna, Head of Research and Development, Italian Football Federation



Who

Researchers holding a research position at a university or equivalent institution
Candidates must have a letter of support from a UEFA member association



When

Once a year
Deadline for applications:
15 March



How long

Nine months of research



Where

Research is carried out at the participant’s institution



Grant

Individual grant of up to €15,000
or joint grant of up to €20,000



Number of grants

Approx. four grants per cycle
(total allocation: €75,000)



Languages

English, French and German

Contact 

academy@uefa.ch

UEFA Handbook of Football Association Management (UEFA HFM)

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

Handbook overview

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

The fourth edition of the HFM was released in July 2021 and contains four new chapters reflecting 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 application containing various tools linked to important areas of football management. Inspired by the UEFA Handbook in Football Management, the toolbox has been specifically designed by leading experts to support people throughout their UEFA Academy studies as well in their everyday work. It provides a concise overview of different tools, along with specific examples and advice on how to implement them in football organisations. The toolbox is provided to the participants of the UEFA CFM and is also accessible on UEFA Academy Online to all students and graduates of the UEFA Academy.



10 CHAPTERS

- 1 National football association management: an introduction
- 2 Organisation of world football
- 3 Strategic management
- 4 Operational management
- 5 Football marketing
- 6 Communication, PR and media
- 7 Event management
- 8 Football and social responsibility
- 9 Women's football
- 10 Football development
- 11 Football law

UEFA Toolbox in Football Management

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

Swiss Graduate School of Public Administration (IDHEAP),
University of Lausanne, Switzerland



Other UEFA publications of academic interest

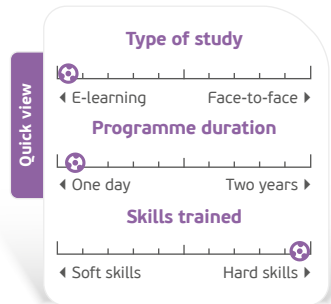
- UEFA Project Management Handbook
- Access for All: UEFA and CAFE Good Practice Guide to Creating an Accessible Stadium and Matchday Experience
- UEFA Guide to Quality Stadiums
- Here to Stay: Club Licensing
- The European Club Footballing Landscape: Club Licensing Benchmarking Report
- UEFA FSR Report
- The Business Case for Women's Football (online)

Contact the UEFA Academy for more information.

Contact 
academy@uefa.ch

UEFA Cybersecurity and GDPR course

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

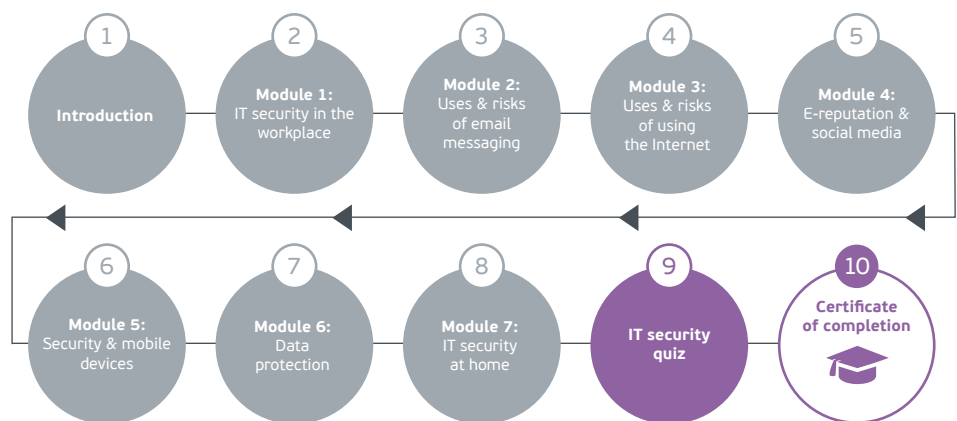


Programme overview

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:

- Hacks occur 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 EU's General Data Protection Regulation (GDPR) can result in administrative fines of up to 4% of annual global turnover or €20m – whichever is greater.

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



Takeaways

- Comprehensive understanding of what cybersecurity and GDPR are and why they are important
- Knowledge of what to do and what not to do 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

Contact

Member association IT
contact person or
academy@uefa.ch



UEFA Academy

ON-DEMAND EDUCATION



Tailor-made programmes

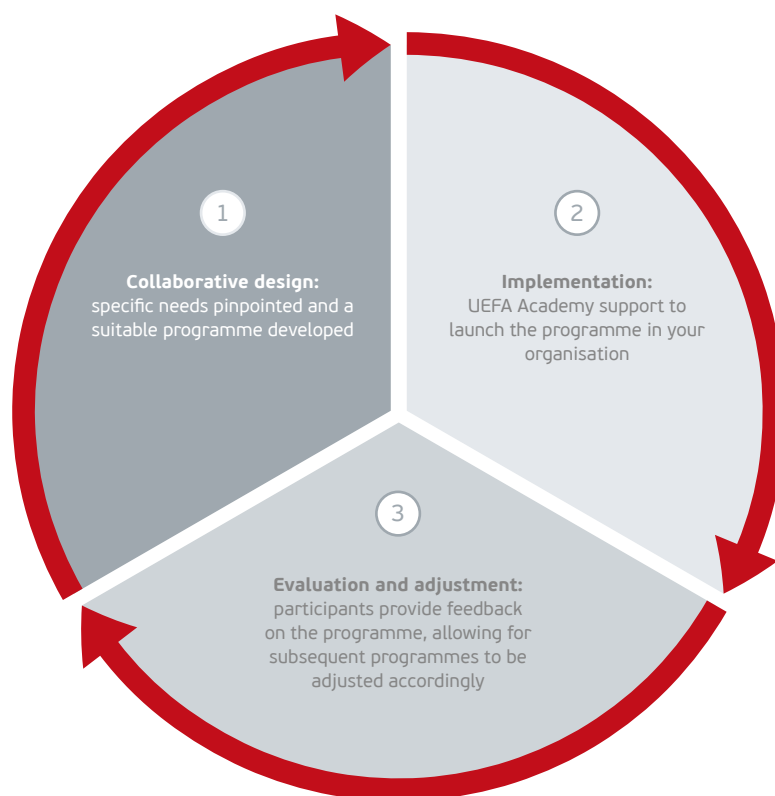
Tailored specifically to your needs, UEFA on-demand education is the best training solution for your organisation.

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 educational 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: 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, comprising 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 – 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**

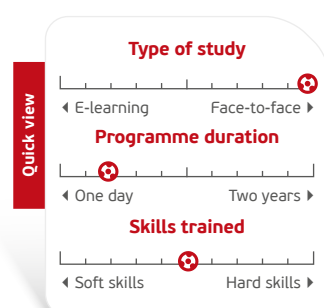
Supporting UEFA's sister confederations

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.

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



Takeaways

- Comprehensive understanding of current and future challenges faced by associations
- Exchange of best practices between 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



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 awarded by the UEFA Academy



Language

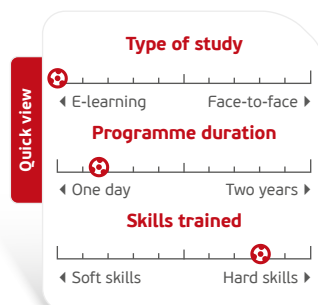
Adapted to the local context

Contact

academy@uefa.ch

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. After 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 using 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 Pukinskis, 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 a 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 was 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 the top management of any national association 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, featuring 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**

Partner

UEFA GROW



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 awarded by the UEFA Academy



Language

English

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

Contact

academy@uefa.ch

UEFA ACADEMY

The UEFA Academy in numbers



Over
3,000
graduates



90

learning initiatives delivered
during the 2020/21 season

Graduates of over



120

nationalities



Over
50

countries visited
by our programmes



Over
2,000

documents available on our online platform:
UEFA Academy Online

1

unique network

About the UEFA Academy

Building on the professional excellence UEFA has developed throughout its history and the learning initiatives created over the last decade, the UEFA Academy seeks to inspire 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 in cooperation with the best professionals in the game and 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

Explorative

We strive to be daring and provide learning initiatives that encourage you and ourselves to expand boundaries as well as challenge the norm.

Community-builder

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

UEFA HATTRICK PROGRAMME



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 sports development programmes in the world. The three pillars of the UEFA HatTrick Programme are education, knowledge-sharing and investment, the latter through financial contributions to UEFA's member associations.

Since 2004, the UEFA HatTrick programme has supported the overall development of football across Europe. By 2024, HatTrick will have invested €2.6bn back into the growth of the game, and for the next four-year cycle starting in 2024 (2024–28), €935m has already been earmarked to support UEFA's member associations to develop projects across the continent. This represents an increase of 21% from the €775.5m available for HatTrick V (2020–2024).

The UEFA's HatTrick programme is renewed in cycles of four years, following the final tournament of the UEFA European Football Championship. Thanks to this programme, all UEFA member associations, regardless of their size and location, can receive the following

- Investment funding: a UEFA member associations are entitled to apply for funding that aims to develop and improve football in general. 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 the travel expenses of their national teams, and to develop a range of other football areas and activities such as:
 - Participation in UEFA youth, women's, futsal and amateur competitions
 - Club licensing systems
 - Good governance
 - Grassroots football
 - Women's football
 - Coaching development courses
 - Referee training
 - Elite youth player development
 - Social responsibility projects
 - Anti-match-fixing and integrity initiatives

UEFA ACADEMY ALUMNI ASSOCIATION

The UEFA Academy Alumni Association in **numbers**

Over

3,000
members

Over

120
countries


5
board members


1
newsletter every month


1
reunion every two years



UEFA Academy Alumni Association (AAA)

The UEFA Academy Alumni Association is an engaging 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 sports 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 the 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
- Many more activities to come!

AAA board

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

 **President** – Joao Fonseca (MESGO , UEFA CFM)

 **Secretary general** – Sid Kohli (UEFA CFM)

 **Treasurer** – Balazs Nemcsik (MESGO)

 **VP marketing** – Diana Pirciu (UEFA CFM, UEFA DFLM, Innovation in Action)

 **VP communications** – Andrea Pizatti (WFLP)

Contact 

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