



No. 55/2022

TO UEFA MEMBER ASSOCIATIONS

For the attention of
the president and the general secretary

Your reference	Your correspondence of	Our reference	Date
		NAD/JUD	15 August 2022

Dear Sir or Madam,

We are delighted to announce that applications are now open for two of the UEFA Academy's flagship management programmes: the UEFA Certificate in Football Management and the UEFA Diploma in Football Leadership and Management.

UEFA Certificate in Football Management (CFM) – national association editions

With more than 1,500 graduates across Europe, the UEFA CFM has the broadest reach of any of our programmes and has been particularly effective in making sure that anyone working in football can learn how the game is managed across the continent. Applications are now open for national editions of the UEFA CFM starting in 2023.

The CFM provides participants with enriched content and great flexibility. The programme consists of three seminars and ten online modules, five of which are mandatory core modules while five are elective and can be chosen based on the candidate's professional needs and aspirations. All modules have been updated with recent examples and best practices from national associations.

The three seminars encourage group exercises and knowledge-sharing. One is delivered online, while the others are delivered face-to-face, thereby providing opportunities for networking and strengthening bonds between national associations.

Each national association may submit up to two candidates. As the development of women's football is one of the key priorities defined in the UEFA Strategy 2019–2024, if a national association recommends two candidates, at least one of them must work in women's football. UEFA will allocate the selected participants to one of the UEFA CFM editions starting in 2023.

UEFA Diploma in Football Leadership and Management (DFLM)

The DFLM, now in its fifth year, is an advanced project-based programme that helps high-performing managers to deliver complex projects and develop their leadership and managerial skills. It focuses on enhancing participants' knowledge and refining the soft and hard skills needed to succeed in an influential role in the football industry.

The 10-month programme, starting in February 2023, features four online modules as well as three face-to-face seminars held in Switzerland. This hybrid approach ensures an accessible and interactive learning experience for all participants. As well as developing their negotiation and leadership skills, participants will learn about project conceptualisation, planning and presentation.

To accomplish this key component, each applicant must propose a project that adheres to one of their football organisation's strategic objectives. They will then develop this project as part of the DFLM, with the intention that it will be implemented by their home organisation upon their successful completion of the programme. Participants will be supported in their project development by the DFLM faculty, a dedicated experienced coach and UEFA. The knowledge acquired during the programme, the networking opportunities and the projects will all benefit not only the participants themselves but also their organisations.

Applications

Further details of the UEFA CFM and UEFA DFLM programmes and their eligibility criteria can be found in the tables below and in the enclosed brochures.

The deadline for candidates from national associations to apply for either programme is **30 September**.

Candidates must apply online:

- UEFA CFM: <https://uefaacademy.com/courses/cfm-na/>
- UEFA DFLM: <https://uefaacademy.com/courses/dflm/>

A CV should be submitted with the application.

As the DFLM is an exclusive, advanced programme, applicants for this programme are also asked to submit a short introductory video, a PowerPoint presentation of their project and a recommendation letter from the organisation's top management.

Should you have any questions about these programmes or any other UEFA Academy initiatives, please email academy@uefa.ch. National associations interested in hosting a national edition of the UEFA CFM in 2025 or 2026 should contact us at the same address.

Yours faithfully,

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A handwritten signature in black ink, appearing to be 'Theodoridis', with a stylized, sweeping flourish extending to the right.

Theodore Theodoridis
General Secretary

Enclosure(s)

- UEFA CFM brochure (in English)
- UEFA DFLM brochure (in English)

cc (with enclosures)

- UEFA Executive Committee
- UEFA HatTrick Committee
- European members of the FIFA Council
- FIFA, Zurich

UEFA CFM: Key characteristics	
Objective	Gain a comprehensive understanding of football management
Target group	Staff of national associations
Admission criteria	<p>Candidates must:</p> <ul style="list-style-type: none"> – hold a permanent position within a national association – have a good command of English, both spoken and written
Teaching model	Blended learning: ten online modules and three two-day seminars (one online and two face-to-face)
Duration	Approximately nine months; 330 hours of study, most of which can be completed from home
Topics	<ul style="list-style-type: none"> – Organisation of international football – Strategic and performance management – Operational management – Football marketing and sponsorship – Communication, the media and public relations <p>Plus at least one of the following elective subjects:</p> <ul style="list-style-type: none"> – Event and volunteer management – Women's football – Football development – Football and social responsibility – Football law
Qualification	Certificate of Advanced Studies (CAS) from the University of Lausanne, 10 ECTS
Costs	Tuition fee (€7,900), accommodation and travel costs (economy class) all covered by UEFA
Number of candidates	<p>Each national association is entitled to put forward two applicants for the programme. If two candidates are nominated, at least one of them must work in women's football.</p> <p>National associations hosting the UEFA CFM in 2023 receive 20 places for their programme and therefore may not submit additional candidates. If the number of candidates exceeds the number of available seats, national associations that have not recently hosted the UEFA CFM or are not expecting to host it in the near future will be given priority.</p>

UEFA DFLM: Key characteristics	
Objective	Enabling high-performing managers in charge of teams delivering complex projects to further develop their leadership and managerial skills
Target group	Managers in influential positions at sports organisations
Key dates	<ul style="list-style-type: none"> • Programme starts: 1 February 2023 (first online module opens: Project Conceptualisation) • Seminar 1 – From Idea to Project: 27–28 February 2023, UEFA, Nyon • Seminar 2 – Work in Progress: 25–27 July 2023, IDHEAP, University of Lausanne • Seminar 3 – Towards Implementation: 7–9 November 2023, retreat in the Swiss Alps
Admission criteria	<p>Candidates should:</p> <ul style="list-style-type: none"> – perform a managerial role within a sports organisation or associated business – have completed the UEFA CFM or have over four years' experience working at a managerial level in a sports organisation – propose a project that is aligned with their organisation's strategy – have a good command of English, both spoken and written
Teaching model	<p>Project-based programme: participants will develop a project, in line with their sport organisation's strategic objectives, to be implemented upon completion of the UEFA DFLM.</p> <p>Blended learning: four online modules and three face-to-face seminars.</p>
Duration	Approximately ten months; 500 hours of study, most of which can be completed from home
Topics	<ul style="list-style-type: none"> – Project conceptualisation – Project planning and presentation – Negotiation – Leadership
Qualification	<p>For candidates who have already completed the UEFA CFM: Diploma of Advanced Studies (DAS), 30 ECTS credits</p> <p>For candidates who have not completed the UEFA CFM: Certificate of Leadership (CAS), 20 ECTS credits</p>
Costs	Tuition fee (€8,500), accommodation and travel costs all covered by UEFA for representatives of national associations.
Number of candidates	Each national association is entitled to put forward one applicant for the programme.