



No. 64/2022

TO UEFA MEMBER ASSOCIATIONS

For the attention of
the President and the General Secretary

Your reference	Your correspondence of	Our reference SCCC/KYAA	Date 20 September 2022
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Dear Sir or Madam,

We are delighted to announce that applications are now open for the upcoming edition of our highly successful UEFA Strategic Communications compact course and the second UEFA Certificate in Football Management – Player's edition.

UEFA Strategic Communications compact course

On the pitch, effective communication helps players work as a team and put the coach's strategy into practice. The same principle applies to sports organisations: in the event of a crisis, it is crucial to be able to handle internal communication and engage with key stakeholders in the most efficient and compelling way, to ensure the organisation's strategic goals are met.

The UEFA National Associations Communications unit and the UEFA Academy joined forces with strategic communications experts to create a compact course that teaches sports communicators to cope with an increasingly disruptive environment. Since anticipation is the key to handling crises, this course helps participants to prepare their responses to emergencies.

This fourth course will once again involve leading communications experts from many industries, but this time the four days will be face-to-face at UEFA headquarters and will comprise lecture-style seminars, project development sessions, group discussions and, on the final day, presentations of group projects.

The course places particular emphasis on peer-to-peer learning, in which participants share the communication practices applied in their own organisations. They will learn about current trends and best practices and leave with the tools they need to run contemporary communication strategies within their organisations. They will also develop their networks around Europe, laying the foundation for future collaboration.

UEFA Certificate in Football Management – players' edition

Over the years, UEFA has helped improve football management throughout Europe and, during that time, there has been a rise in demand for specialised courses to help players transition to a new career after they hang up their boots.

We are now accepting applications for the second players' edition of the UEFA Certificate in Football Management from footballers, coaches and professional referees.

While the course content is similar to the well-known UEFA CFM, from which over 1,000 football administrators all over Europe have already graduated, the format has been adapted to suit the professional footballing schedule by being delivered 100% online. In other words, the understanding is that the playing career comes first, while a team of mentors will make sure the students receive guidance whenever needed.

Participants will earn the same academic qualification as from the national editions of the CFM: a certificate of advanced studies (CAS) in football management delivered by the University of Lausanne and recognised throughout Europe (10 ECTS).

Applications

Further details of both courses and their eligibility criteria can be found in the tables below and in the enclosed brochures. Should you have any questions, please write to academy@uefa.ch.

Candidates must complete the online application form available on the separate course pages on the [UEFA Academy website](#). The deadlines are 7 November for the UEFA Strategic communication compact course and 12 December for the UEFA Certificate in Football Management – players' edition.

Please note that to be considered for the UEFA Strategic Communications compact course, candidates from UEFA member associations need to have their application form signed by either the president or the general secretary/CEO of their association.

We hope you share the information about these programmes among your clubs and with current and former national team players, coaches and referees.

Yours faithfully,

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Theodore Theodoridis
General Secretary

Enclosures

- UEFA Strategic Communications compact course brochure
- UEFA CFM – Players' edition brochure

cc (with enclosures)

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

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- UEFA Football Committee
 - European Club Association
 - European Leagues
 - FIFPRO, Division Europe

UEFA Strategic Communications compact course, key characteristics	
Objectives	To provide industry-led knowledge of strategic communications, facilitating the delivery of communicative excellence through detailed and innovative content plans.
Target group	Senior communications executives working for national associations, clubs, leagues, players' unions or other sport-related or partner organisations
Admission criteria	Candidates should: <ul style="list-style-type: none"> – have a good command of English, both spoken and written – hold a communication role within a sports organisation or associated business
Application deadline	7 November 2022
Number of candidates	Each national association is entitled to put forward one applicant for the programme
Teaching model	Face-to-face learning
Dates	24–27 January 2023
Duration	Four days, 40 hours of study, most of which can be completed on-site
Location	UEFA headquarters
Topics	<ul style="list-style-type: none"> • Building an effective communications strategy • Tactical activation plans and evidence-based success • Issue management, crisis communication and political advocacy • Future of corporate communication
Qualification	Certificate of completion from the UEFA Academy (participation in the entire course is mandatory to receive the certificate)
Cost	€3,800 (covered by UEFA for representatives of UEFA member associations)

UEFA Certificate in Football Management, key characteristics	
Objectives	The UEFA CFM is a blended-learning programme that helps participants enhance, increase and formalise their practical knowledge of football management.
Target group	Professional players, coaching staff or referees'
Admission criteria	Candidates should: <ul style="list-style-type: none"> – have a good command of English, both spoken and written – be a professional player, coach or referee
Application deadline	12 December 2022
Number of candidates	35 candidates maximum
Teaching model	100% e-learning
Dates	January – September 2023
Duration	9 months, 140 hours of online studies
Topics	23 January 2023 – Masterclass 1: The organisation of football 1 March 2023 – Masterclass 2: Strategic and performance management 3 April 2023 – Masterclass 3: Operational management 24 April 2023 – Masterclass 4: Football marketing and sponsorship 22 May 2023 – Masterclass 5: Communication, the media and public relations 17 July 2023 – Masterclass 6: Event and volunteer management 28 August 2023 – Masterclass 7: UEFA Champions League online simulation 18 September 2023 – Masterclass 8: Oral exams and graduation ceremony
Qualification	Certificate of completion from the UEFA Academy and Certificate of Advanced Studies (10 ECTS) delivered by the University of Lausanne.
Cost	€7,900