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TO UEFA MEMBER ASSOCIATIONS

For the attention of
the president and the general secretary

Your reference

Your correspondence of

Our reference
NAD/JUD/ADO/DLG

Date
23 August 2023

The UEFA Certificate in Football Management (CFM) and the UEFA Diploma in Football Leadership and Management (DFLM)

Dear Sir or Madam,

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

UEFA Certificate in Football Management – national association editions

With more than 1,700 graduates all over Europe, the 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. Applications are now open for national editions of the CFM starting in 2024.

With enriched content and great flexibility, the CFM consists of three seminars and ten online modules, five of which are mandatory core modules and the other five elective based on the candidate's professional needs and aspirations.

The three seminars encourage group exercises and knowledge-sharing. One is online and two are 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 and women in football is one of the key priorities of the UEFA Strategy 2019–24, if a national association recommends two candidates, at least one of them must be a woman or work in women's football. UEFA will allocate the selected participants to one of the CFM editions starting in 2024.

The deadline for national association candidates to apply for the CFM is **22 September 2023**.

UEFA Diploma in Football Leadership and Management

The DFLM is an advanced programme that enables 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.

Starting in December 2023, the programme features four online modules and three face-to-face seminars held in Switzerland. The online modules cover project conceptualisation, project planning and presentation, negotiation and leadership. This blended-learning approach ensures an accessible and interactive learning experience for all participants.

Each applicant must propose a project that adheres to their organisation's strategic objectives. They will then develop this project during the DFLM, so that it can be implemented by their football organisation once they have completed the programme. Participants will receive help with their project development from a dedicated experienced coach. The knowledge acquired during the programme, the networking opportunities and the projects will benefit not only the participants themselves but also their national associations.

The deadline for national association candidates to apply for the DFLM is **7 October 2023**.

Applications

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

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 an online application form, a PowerPoint presentation of their project of strategic importance 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 CFM in 2026 or 2027 should contact us at the same address.

Yours faithfully,

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Theodore Theodoridis
General Secretary

Enclosures

- UEFA CFM brochure
- UEFA DFLM brochure

cc (with enclosures)

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

UEFA Certificate in Football Management: 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 (five mandatory, five elective) 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 at 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. If two candidates are nominated, at least one of them must be a woman or work in women's football.</p> <p>National associations hosting the CFM in 2024 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 CFM or are not expecting to host it in the near future will be given priority.</p>

UEFA Diploma in Football Leadership and Management: Key characteristics	
Objective	Enable high-performing managers in charge of teams delivering complex projects to 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: 15 December 2023 (first online module: Project Conceptualisation) • Seminar 1 – From Idea to Project: 8–10 January 2024, UEFA, Nyon • Seminar 2 – Work in Progress: 30 April – 2 May 2024, IDHEAP, University of Lausanne • Seminar 3 – Towards Implementation: 27–29 August 2024, 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 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 DFLM.</p> <p>Blended learning: four online modules and three face-to-face seminars.</p>
Duration	Nine months; 500 hours of study, most of which can be completed at 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 CFM: Diploma of advanced studies (DAS) in Football Leadership and Management, 30 ECTS credits</p> <p>For candidates who have not completed the CFM: Certificate of advanced studies (CAS) in Football Leadership, 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.