



# INTERNATIONAL EXECUTIVE COURSES IN SPORTS MANAGEMENT

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## PROGRAMME GUIDELINES

### OBJECTIVE

To provide sports managers with access to training courses of a higher education level and international significance, and to contribute towards improvement in the management of their Olympic sports organisations.

### BENEFICIARIES

The programme is available to all the National Olympic Committees (NOCs) and candidates nominated by them who have been accepted on the MEMOS programme (Executive Masters in Sport Organisations Management).

Olympic Solidarity strongly recommends that, in accordance with the IOC policy on the promotion of women in sport, NOCs consistently encourage female sports managers' participation in courses.

### DESCRIPTION

NOC candidates accepted for MEMOS in English, French and Spanish are eligible for an Olympic Solidarity scholarship.

MEMOS is an executive masters in sports management offered by a network of universities. Each course is conducted over a period of one year, and consists of modules focusing on a specific facet of sports management (governance and strategic planning; financial management; marketing; communications and social media; human resources; and project and event management). The key element of the course is the development of a project aiming to improve an aspect of the management of the participant's organisation. Each participant is assisted in this endeavour by an assigned tutor, with whom he or she remains in contact throughout the year. The course concludes with a project defence in front of MEMOS examining boards, followed by a public presentation of the successful projects.

Both MEMOS candidates and their NOCs should be aware of the considerable amount of work required throughout the year of their participation in MEMOS. The NOCs are expected to support their MEMOS participants during the course, as well as after its completion, by assisting the participants in the implementation of their projects.

MEMOS in English is organised every year. The French and Spanish versions are held every other year, alternating (French in 2018 and 2020, Spanish in 2017 and 2019). In the first



quarter of each year, all the NOCs receive detailed information about the courses available in the current year.

## EXTERNAL PARTNERS

The programme is offered in cooperation with the MEMOS Association, composed of sports management lecturers from a number of universities, as well as leaders and professionals of international sport. The MEMOS Association is responsible for the selection of participants and all the academic and organisational aspects related to each course.

## APPLICATION PROCEDURE

In the first quarter of each year, NOCs receive the information and application forms for the two MEMOS editions available in the current year (MEMOS in English and MEMOS in French or Spanish). Each NOC may nominate one candidate per MEMOS edition, by submitting the following documents to Olympic Solidarity and MEMOS by the deadline stated in the MEMOS brochure:

- completed MEMOS application form including all the required attachments
- candidate's CV
- letter of support from the NOC and/or the candidate's sports organisation
- passport copy and photo
- application form for MEMOS scholarship

MEMOS candidates must meet the requirements set out by MEMOS. Additionally, each NOC should take into account the potential impact of their candidate's training and the project he or she intends to pursue on the development of sport in the country. It is therefore necessary for an NOC to discuss the choice of the MEMOS project topic with the candidate(s) before submitting an application or to use it as one of the criteria in the selection of the NOC's candidate to be proposed for MEMOS. It is the NOC's responsibility to select a candidate whose participation in MEMOS and the resulting project will bring a desired long-term benefit to the NOC and/or his or her organisation.

It is the NOCs' responsibility to conduct the selection according to the most appropriate criteria relevant to their organisation and country. The NOCs should not submit more than one candidate per MEMOS edition.

## ANALYSIS AND APPROVAL

The selection of participants is conducted independently by a MEMOS selection committee composed of representatives of MEMOS lecturers and tutors, based, among other things, on the candidates' academic background, professional experience, proposed project topic and its potential to advance the participant's sports organisation. Between 36 and 40 participants for MEMOS in English / 20 and 25 for MEMOS in French and Spanish are accepted to each course from among those nominated by their NOCs and those who apply independently.

Following the selection, participants nominated by their NOCs and accepted for MEMOS are considered for MEMOS scholarships. An agreement, detailing the responsibilities of each



party, is then signed by each participant granted a MEMOS scholarship, his or her NOC and Olympic Solidarity.

## FINANCIAL CONDITIONS

The quadrennial budget allocated to the programme of International Executive Courses in Sports Management is USD 5,000,000.

MEMOS scholarships offered by Olympic Solidarity cover the following:

- tuition fees paid directly to MEMOS
- participation subsidy covering economy class airfare for all the modules and a contribution towards accommodation costs

Participants and/or their NOCs are responsible for bearing all the other costs related to their participation in the programme. If possible, NOCs are encouraged to support their MEMOS participants by covering the expenses not included in the Olympic Solidarity scholarship. Those NOCs that are not in a position to do so, and whose participants are not able to cover these costs, may request additional support from Olympic Solidarity.

An NOC whose participant fails to complete the course without communicating a valid reason will be asked to reimburse Olympic Solidarity for its participant's tuition.

## FOLLOW-UP AND CONTROL

NOCs are encouraged to closely monitor the progress of their MEMOS participants during the course, while MEMOS participants are obliged to provide their NOCs with regular updates on the status of their participation in MEMOS and the development of their project.

The NOCs should continue to provide the necessary support to their MEMOS participants during the course by making it possible for them to focus on their assignments and by providing all the necessary information. This support should extend into the post-MEMOS period by ensuring that the project developed through MEMOS can be implemented. Should additional assistance be necessary, Olympic Solidarity will consider supporting the implementation of MEMOS projects through corresponding programmes.

MEMOS graduates must *give back* to their NOCs and sports system. In the MEMOS agreement, the MEMOS participant and his or her NOC agree on the minimum period during which the MEMOS graduate will continue his or her involvement with the NOC and/or sports organisation. Furthermore, the NOCs are encouraged to foster a network of their MEMOS graduates and make use of their enhanced knowledge by involving them in NOC projects, including educational and training initiatives organised locally (such as Sports Administrators Courses and Advanced Sports Management Courses).

## DEADLINE

The deadlines for MEMOS applications are published in the MEMOS brochure circulated to the NOCs in the first quarter of each year.